

US team eager to conclude Nafta

By Nancy Dunne in Washington

US, CANADIAN and Mexican negotiators at the weekend were still winding up discussions on the North American Free Trade Agreement (Nafta).

American negotiators are racing to complete the pact before next week's Republican convention. For President George Bush, the ideal time to reach agreement would be a weekday, presenting him with the opportunity of appearing on the evening news to claim a foreign and economic policy victory.

Instead of seeming passive while the US economy stutters, he could emerge at his party's convention as something of a visionary.

Nafta is designed to liberalise trade largely by eliminating tariff barriers over a 15-year period for a range of US, Mexican and Canadian goods and services. However, reports indicate that Mexican officials have become stubborn about sharing government procurement contracts in the state-owned oil sector with Canadian and US companies.

The energy trade negotia-

Mexico shows reservations over sharing oil procurement contracts

tions have been limited by protective Mexican laws and Mrs Carla Hills, the US trade representative, has said the pact should offer opportunities for companies servicing the oil industry.

Despite many unresolved issues, the negotiations have broken new ground on environmental issues. One provision sets up a Nafta arbitration panel for environmental disputes; this panel would take precedence over the General Agreement on Tariffs and Trade dispute settlement mechanism, which has been limited for ignoring environmental considerations.

The provision was in response to lobbying from many environmental groups which opposed the pact, fearing it would increase environmental problems along the US-Mexican border where some 2,000 *maquiladoras* - foreign-owned Mexican manufacturing and assembly plants - have sprung up since 1985.

Nafta also creates a customs area for both external as well as internal purposes. It is expected not only to boost trade within the continent but to link Mexico's young, cheap labour with US and Canadian innovation and technology.

FT CONFERENCES

FT-CITY COURSE

London, 5 October - 23 November

This course is designed for employees in companies with interests in the City to provide a broader understanding of all aspects of the operations of the City of London and the factors that make it a pre-eminent financial and trading centre.

WORLD MOBILE COMMUNICATIONS

London, 12 & 13 October

The Financial Times fifth annual conference on mobile communications will look at growth aspects in world markets and the development of new services. The outlook for PCNs, pan-European mobile networks, paging systems and satellite communications will be reviewed as well as numbering from a mobile perspective. Speakers include: Mr Terry Parker of GTE Telecommunications Products and Services; Mr Richard Siemens of Hutchison Telecommunications; Mr J. Shelby Bryan of Milcom Incorporated; Mr James Brewington of AT&T Network Systems; Mr Richard Goswell of Mercury Personal Communications; Mr C. Stafford Taylor of Cellnet; and Mr Hubert Suckfuell of Siemens AG.

MANAGING FINANCIAL RISKS

London, 12 & 13 October

The workshop is an intensive, practical course aimed at those who wish to understand the principles and practices of financial risk management. It combines comprehensive technical reference material with an interactive format, case studies and worked examples.

DOING BUSINESS WITH RUSSIA

Moscow, 11 & 12 November

A practical, high-level forum to address the investment opportunities and how to set about them in the new Russia. The new structures that are emerging, and the basic business problems of structuring deals as well as the legal, tax and financial issues will be reviewed. Speakers include: Mr Anatoly Chubais, Vice Premier/Chairman of the State Committee for the Management of State Property of the Russian Federation; Mr Sergei Konichev, Chairman of the Organisational Committee for the Creation of a Development and Project Finance Fund, Central Bank of Russia; Mr Mihail Khodorovskiy, MENATEP Financial Group; Mr Gil Labbe, Anglo-Suisse Ltd; and Mr Ralph Land, Rolls-Royce plc.

THE EIGHTH EUROPEAN PETROLEUM & GAS CONFERENCE

Amsterdam, 3 & 4 November

This year's meeting, timed to coincide with the PetroTech 92 Exhibition, will review the challenges facing Europe's oil refining and process industries in the 1990s. Speakers include: Mr H. Berestad, Vice President Supply and Trading, Total International Petroleum Maatschappij; Mr Yves René Naniot, President, Total Raffinerie Distribution; Mr Klaus Kollnase, Head of Health, Safety and Environment, British Petroleum Company; Mr Glenn F. Tilton, Chairman, Texaco Limited; and Dr Peter Schröder, Managing Director, Mineralölwirtschaftsverband.

All enquiries should be addressed to: Financial Times Conference Organisation, 125 Jermyn Street, London SW1Y 4LL. Tel: 071-222 2222 (24-hour answering service); Telex: 27347 PTCONF G, Fax: 071-225 2125

Privatisation testifies to Amato's resolve

The Italian government has launched itself boldly on the path of reform, reports Haig Simonian

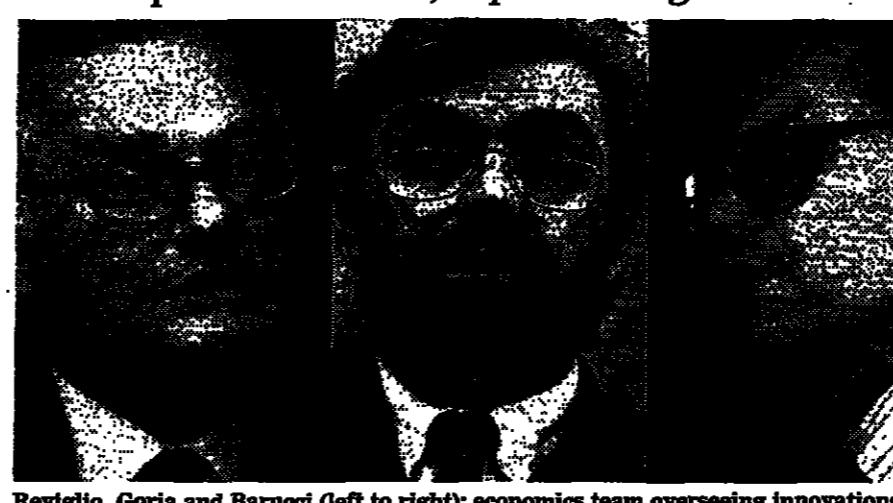
THE Italian government's efforts to kick-start a privatisation programme, promised for years but barely delivered, have been laid to rest; pensions are set for reform, and privatisation is now under way.

Observers are right to remain cautious. The speed of change has been partly dictated by a foreign exchange crisis, which saw the lire plummet against the D-Mark last month and obliged Mr Amato to demonstrate firm action on the deficit. Moreover some mistakes have been made. The Enim closure was poorly presented and creditor banks may still have some nasty surprises in store.

Details of the system to replace the *scalo mobile* will not be discussed until September, when workers may take to the streets in protest. Changes to the pension system, too tame for many economists, are in danger of being watered down. And some politicians are still fighting a rearguard action to limit privatisation.

That ingrained resistance to change may explain why so many of the government's policies have appeared hurried and been badly presented, or in the case of the original privatisation plan, overturned.

With widespread opposition to change among the Socialists and especially the Christian



Reviglio, Goria and Barucci (left to right): economics team overseeing innovations

Democrats, Mr Amato has had to use surprise. The original concept of two "superholdings" is believed to have been deliberately tossed into the closing minutes of a Friday night cabinet meeting virtually as an afterthought. Scribbled on a couple of scraps of paper just before the meeting, the superholdings were given the go-ahead before many ministers knew quite how much was at stake. Although the format

has been scrapped, it is now too late to stop the privatisation ball rolling.

The proposal to close Enim, which has debts of almost twice its annual revenues, was also presented to the cabinet as a surprise. "Do you really think that, after so many false starts, it would have got through this time if it had been presented formally, discussed in the cabinet and passed on to the parties for comment?" asks

one senior official.

Even Friday's shareholders' meetings of the big four state companies verged on farce, as the assemblies were convened, postponed until the afternoon, then re-opened and put off once more as the four chairmen were summoned to the Industry Ministry.

Some ministers admit the government is walking a tightrope in taking controversial measures which could provoke

a defeat in parliament. However, Mr Amato, whose government is based on a wafer-thin 16-seat majority in the lower house of parliament, has deftly played the card of new elections to strengthen his hand.

Bringing down Mr Amato would probably lead to a new, interim government headed by an institutional figure such as Mr Giovanni Spadolini, the veteran leader of the Senate, followed by new elections in a few months. Few MPs relish the prospect of new polls.

In northern Italy, the populist Lega is poised to increase their share of the vote at the expense of the Christian Democrats and Socialists, who have been badly tainted by revelations of political corruption in Milan and other cities. The scandal has also cost illegal sources of funds which many politicians have come to rely upon.

"I appreciate the government may not last until Christmas," one minister said last week. "But don't you think we've achieved a lot already? We've done more in four weeks than others in years."

The process has already shed light on corners of the public sector where transparency has been lacking. Transforming IRI, ENI, ENEL and INA into joint stock companies has revealed many anomalies.

IRI's consolidated debt,

exposed by its change in legal status, is now so high as to threaten its ability under Italian law to issue further bonds. The problem should be overcome by a revaluation of its portfolio of subsidiaries and possibly by the transfer of some debt to the Treasury, but the blow to IRI's prestige has been severe.

The transformations also require salaries to be set for the chairmen. The big state holding companies are wary of disclosing how much chairmen earn. Publication of the salaries of IRI's Mr Franco Nobili and ENI's Mr Gabriele Cagliari in the Official Gazette reveals only a modest income. However, the official figures reflect only part of the total packages, with the remainder made up of a variety of benefits, including expenses.

Preliminary inquiries by the Treasury before setting the new levels were frostily received by the state-sector groups. It is rumoured that only when the Treasury threatened to take the official figures for adoption in the companies' new statutes were the full packages revealed.

Such vignettes give a taste of the problems facing Mr Amato and his colleagues. Last week's successful changes to the public-sector groups shows that, slowly, some are being resolved.

Over time,
the celebrated
and the successful
come and go.
Usually in
a Rolls-Royce.

For almost a century, a Rolls-Royce has been the way to arrive for those who've arrived.

As the Flying Lady heralds your impending entrance, followed by graceful lines that could belong to no other motor car, you'll know you've made your presence felt.

You, personally, will have felt wonderful even before you arrive, cosseted in a magically silent world

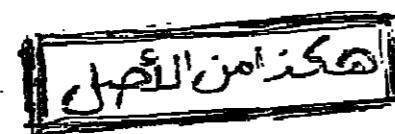


ROLLS-ROYCE MOTOR CARS

of the finest solid burr walnut, hand-stitched leather seats and deep, deep Wilton carpet. Luxury you doubtless richly deserve.

Naturally, we trust that your taste or fortune is of the same enduring quality as the workmanship that goes into one of our motor cars.

But whatever the circumstances may be, in a Rolls-Royce you're always assured of a smooth exit.



NEWS: INTERNATIONAL

Israeli pledge to legalise PLO contact

By Tony Walker in Jerusalem

ISRAEL'S new government has indicated it will legalise contact with the Palestine Liberation Organisation, in a controversial step certain to draw strong criticism from the right.

Mr Yossi Beilin, Israel's deputy foreign minister, yesterday described the law forbidding contact with the PLO as "stupid", and said the government had a "deep obligation" to change it.

"Everyone thinks this law is idiotic, that you cannot meet someone connected to the Palestine National Council (Palestinian parliament in exile) even if he is a professor in a Washington university," Mr Beilin said.

He was amplifying remarks made earlier by Mr Shimon Peres, the foreign minister, who had told an Italian newspaper that the government planned to amend the 1986 law.

Successive Israeli governments have described the PLO as a terrorist gang and have rejected any dealings with it.

Mr Peres insisted he had no intention of meeting Mr Arafat, saying that such an event would be a media circus without consequence.

The PLO has urged Israel to

go beyond its plans simply to legalise contacts, by allowing Palestinians from outside the occupied territories to join Middle East peace talks, which resume in Washington later this month.

Mr Suleiman Nabab, a member of the PLO executive committee, said: "What is needed now from the Israeli government is a clear and public declaration that it recognises the PLO as the sole legitimate representative of the Palestinian people."

Under the terms of last October's Madrid conference the PLO was excluded from formal participation in direct talks aimed at ending the Arab-Israel dispute. But the new Israeli government has indicated flexibility about allowing Palestinians from the diaspora to take part in multilateral discussions on such issues as regional disarmament, economic assistance, water and the environment.

The 1986 law had banned the previous government of Mr Yitzhak Shamir. Israel had, under Mr Shamir, proved reluctant to implement the law in spite of its being flouted by Palestinian peace delegates from the occupied territories.

Settlers and army back off from clash

By Tony Walker

A CLASH yesterday between militant Jewish settlers and Israeli soldiers over construction of a house ended in a brittle compromise after the army agreed not to demolish the structure for two weeks, while a building permit is sought.

It was the first serious incident involving settlers and the military since Israel's new government imposed a settlement curb last month, and came on the eve of a crucial meeting in the US between Mr Yitzhak Rabin, the Israeli prime minister, and President George Bush.

Some 200 activists had confronted soldiers seeking to stop the building of a new house in the militant settler stronghold of Kiryat Arba near the Arab West Bank town of Hebron.

Mr Eliakim Haetzni, a fiercely nationalist settler leader and former member of parliament, said defiantly: "We'll build in 500 sites. We are the locals here, not the Arabs... There aren't so many units in the army to run after all of us."



ABOUT 20,000 demonstrators gathered in the centre of São Paulo at the weekend to call for the impeachment of Brazilian President Fernando Collor de Mello, Reuter reports from São Paulo.

They carried banners reading "Impeachment Now" and "Collor Out", in what was the first large demonstration against Mr Collor since a government scandal erupted in May.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after some of his top aides were accused of running an influence peddling ring, from which Mr Collor allegedly profited.

The demonstration was led by Mr Luís Ignacio "Lula" da Silva, head of the radical Workers' party (PT), one of the main opposition groups. Senator Eduardo Suplicy, also of the PT, members of other opposition parties and union heads.

The president is fending off corruption charges after

NEWS: UK

UK threatened by continuing wage inflation

By Edward Balls and Catherine Milton

PAY settlements in industry have remained stuck above 4 per cent for three consecutive quarters suggesting that wage inflation remains a threat to UK competitiveness.

Manufacturing wage settlements averaged 4.3 per cent in the second quarter of 1992 according to the latest Confederation of British Industry (CBI) pay databank, unchanged from the final quarter of last year.

The news comes a week after calls for a freeze on public sector wages from Conservative MPs and Mr Howard Davies, the CBI's new director general.

The CBI, the UK employers' organisation, said the settlements data were evidence that pay behaviour has settled into the non-inflationary patterns set by Britain's European competitors.

Separate CBI figures showed that settlements paid by service sector companies have also fallen to 4.3 per cent in the first half of this year, from 7.1 per cent a year ago.

"If that pattern can be maintained into the upturn, the wage-price spiral will be broken to the permanent benefit of UK competitiveness and jobs," said Mr Ronnie Gilbert, director of Employment Affairs at the CBI.

But economists expressed surprise that the fall in wage settlements has ground to a halt. "The behaviour of wage settlements has been mystifying," said Mr John Sheppard, economist at SG Warburg Securities. "These figures suggest that the adjustment within the European exchange rate mechanism has a long way to go."

Pay settlements must fall to 3 per cent if UK exporters are to hold their own in Europe said Dr John Pilpott, director of the Employment Policy Institute, the employment think tank.

"We need to see considerably more progress if we are to be optimistic about maintaining Britain's competitiveness when the recovery comes," he said.

The question is how much more pain we have to endure to get settlements down to a competitive level, let alone to a level consistent with Mr Major's target of zero inflation."

Further evidence that the government faces mounting pressure to restrict public sector pay emerged yesterday as the 6.5 per cent pay increase recommended for top policemen was attacked.

NHS managers seek divine inspiration for pay talks

By Michael Smith, Labour Correspondent

MANAGERS in the state-run National Health Service (NHS) are praying for some divine inspiration after hospital chaplains agreed to talk on relating their pay more closely to performance.

Performance pay is spreading rapidly throughout the public sector as part of the government's Citizens' Charter. However, chaplains and many of their clergymen colleagues employed by the Church of England believe extending the principle to them would present managers with an unhappy headache.

"We do not see it getting very far," said Mr Alastair Henderson, assistant national officer for the Nalgo public services union which represents many of the 220 health

service chaplains.

"How can you assess the quality of the work of people whose job is to deal with the sick and dying? Any performance targets you set would be completely meaningless."

"It's crude Christian terms a measure of success could be whether a patient has eternal life. I do not think that health service managers have quite grasped that judge that."

Many chaplains are equally puzzled. The Reverend Gillian King, a chaplain at Kingston and Esher health authority said: "How effective a chaplain is, is a matter between the chaplain, the patient and God."

In the Church of England, there are plans to introduce performance appraisals but there are no plans to relate this to pay.

Canon Hugh Marshall, chief

secretary of the Church of England advisory board of ministry, which advises on pay and conditions, said: "How do you evaluate a priests' ministry? It would not be easy this side of the pearly gates."

The Nalgo union agreed to the performance pay talks as part of this year's pay agreement. The deal provided for increases of 4.75 per cent, taking salaries to between £17,345 and £20,291 and accommodation allowances to £2,880.

Chaplain assistants agreed to earn between £12,187 and £14,258. The clause on performance pay was the same used in various agreements which have been made for other NHS workers this year.

Mr Henderson believes there may be scope for linking settlements to those of other health service workers.

Fewer small companies rely on loans

By Diane Summers

THE north-west of England and north Wales are experiencing tentative improvements in economic activity but the depressed south-east is holding back recovery. Those are the findings of regional surveys by chambers of commerce in Manchester and Liverpool, and the latest Lloyds Bank Economic Bulletin. Prospects in the service sector in the north of England have been improving for five successive quarters. Manchester chamber for the first time in two years reported more service companies taking on labour than shedding it.

Small businesses in southern England were more likely to

have paid off their bank overdrafts than those in the north, according to the survey: 7 per cent of businesses in the north cleared their bank debts, compared with 20 per cent in the south.

The use of overdrafts was also linked to the size of the company and the sector in which it operated, found the IOD research. Medium turnover companies, particularly in agriculture, property and construction, were the most likely to have continued borrowing from banks.

Although 50 per cent of small companies consider the cost of overdraft finance to be a serious business problem, relatively

few were being charged excessive margins of interest over base rate, the survey shows. The IOD decided to carry out the research after complaints from members that banks were charging high margins and failing to pass on base rate cuts. A random sample of IOD members whose companies employ fewer than 100 workers was interviewed.

Just over half of those surveyed were being charged 1.2 per cent above base rates at the time of the survey in late July, 39 per cent paid 3.4 per cent. Overall, 90 per cent paid 4 per cent or less above base rate on their business overdraft.

Again, there were substantial regional variations: 78 per cent of businesses in the north paid 1.2 per cent above base rate while in the south only 44 per cent enjoyed such low margins, said the IOD. Part of the reason for this north-south divide is likely to be the concentration of higher turnover manufacturing businesses in the north, and smaller turnover service companies in the south.

One quarter of those surveyed reported that they had not had base rate reductions passed on to them in the form of lower interest rates, with a slight bias towards those in the north having reductions, the research found.

Britain in brief



Further fall expected in house prices

UK house prices will continue to fall at least until the middle of next year and delay economic recovery, according to a report by Morgan Grenfell, the UK merchant bank.

Falls in house prices will continue to be concentrated in the southern regions. The report expects UK house prices to fall by 2.5 per cent in 1993, but by 4.5 per cent in the South East. Scotland and the North may see a rise in nominal prices next year.

Housing turnover will remain low until prices stabilise, depressing spending on consumer durables, the report argues. Housing turnover has fallen to 50,000 a month this year, down from a peak of 200,000 a month in August 1987. The number of first-time buyers entering the market this year has fallen by a third since then to 300,000.

"The weak housing market is a major drag on the economy and it will hamper economic recovery," said James Barty, economist at Morgan Grenfell.

Labour told to back EC union

Mr Roy Hattersley, former deputy leader of the Labour party, warned that anti-European members of the opposition could risk losing the next election to the Tories if they continued to oppose the Maastricht Treaty.

Interviewed by the Sunday Times, Mr Hattersley urged MPs not to fight moves towards greater political and monetary union in the EC.

"If Labour made another of its policy lurches and turned its back (even temporarily) on European union, the consequences would be catastrophic," he warned.

Unemployment attack likely

The government's employment record is expected to come under attack this week with the publication of new figures showing another jump in the number of people out of work.

The July unemployment total, published on Thursday, is likely to reveal the 27th consecutive monthly jobless rise.

Last month's increase is expected to be higher than June's lower than predicted 7,000 rise, which was the smallest monthly increase for more than two years.

Unemployment in the UK now stands at 2,722,700. The Unemployment Unit pressure group said it expects unemployment to peak at 3.25m.

Ferranti wins overseas order

Ferranti International has won its first overseas contract for a new electronic defence system.

The Royal Netherlands Navy is to buy the AWARE system for its Lynx helicopters and combat support ships in a £3 million deal. The system detects potentially hostile radar emissions and warns of approaching radar guided missiles. The system was originally developed for British Army helicopters.

Recession hits tourist sites

Top tourist attractions such as the Tower of London, Windsor Castle and Shakespeare's birthplace — Stratford-upon-Avon — are all feeling the effects of recession. The Tower received 16 per cent fewer visitors last year. Windsor Castle 27 per cent fewer and Stratford 14 per cent fewer, the Board reported.

Voluntary care under-used

Local authorities are failing to exploit the resource of committed volunteers in developing their community care programmes, according to Community Volunteers Volunteers, the charity which organises voluntary effort.

A CSV survey of half of all local authorities in England and Wales shows that despite rising demand for community carers, only 14 per cent of councils have a clear strategy for recruiting and deploying volunteers. Barely two-thirds even mention volunteers in their plans.

Value fears on council tax

Tory MPs and local councils are concerned that the valuations of properties for council tax — the new charge to pay for local services and amenities — may provoke resentment and a mass of appeals next year because they are based on two-year old valuations, without any allowance for the fall since then.

The concern is greatest in London, where the decline in values has been steepest. Sir Rhodes Boyson, the Tory MP for Brent North and former local government minister, warned that householders in London and the south east would feel "betrayed" if their first council tax bill in April comes to significantly more than their current poll tax.

Five die in UK storms

Five people have died in the storms which swept much of England at the weekend. Thousands of homes in eastern England as lightning caused power cuts. The storms also delayed flights at Gatwick airport.

Government considers plan for Royal Mail competition

By Roland Rudd

PRIVATE postal operators may be given licences to compete with the state-run Royal Mail in different regions of the UK, under proposals being considered by the government for the future of the Post Office.

While ministers are not expected to make a decision until the end of the year it is the most radical proposal currently under consideration.

The regional plan has been proposed by Business Post, an express delivery company, which would like to offer comprehensive mail services in part of the UK. The Royal Mail, the Post Office's letters division, currently has a monopoly on all mail delivery costing less than £1.

Because of the size of the Post Office — it made pre-tax profits of £247m for the year to

March 29 — Business Post says private operators should be given the opportunity to compete in different parts of the UK. Under the plan, different private operators would bid for the franchise to compete exclusively with the Post Office. No private postal operators would compete directly against each other.

Mr Michael Kane, managing director of Business Post, said: "No private postal operator can compete effectively with the Post Office throughout the UK. But there would be plenty of companies which could compete with the Post Office in certain regional areas."

He has already had talks with officials from the Department of Trade and Industry and is planning further meetings.

The DTI says it is considering all proposals.

Business Post's plan also

envisages the creation of an "Offpost", an independent regulator that would introduce competition progressively.

• The Royal Mail is concerned that draft legislation approved by the European Commission earlier this year will strip its Postal Address File (PAF) — of its copyright protection.

The draft directive in question is intended to provide protection for producers of databases by introducing a new type of intellectual property right. This would outlaw unfair copying of the contents of databases such as computerised address-lists for a period of 10 years.

But lists such as PAF, which

have been in existence for more than ten years, would not benefit from this protection.

Business Post's plan also

Analysis, Page 13

ANNOUNCEMENT FROM

REPUBLIC OF TURKEY

MINISTRY OF TRANSPORT AND COMMUNICATION

The Tender for Consulting, Engineering and Supervision Services and the Construction of Double Track High Speed Railway and Rapid Train System for Ankara-Istanbul High Speed Railway and Istanbul-Bosphorus Tube Tunnel Crossing

Under the Conditions of the Undersecretariat of Treasury and Foreign Trade:

1 - Consulting, Engineering and Supervision Services,

2 - The construction of high speed railway and rapid train system,

will be separately tendered with CREDITS by the Republic of Turkey, Ministry of Transport and Communication, General Directorate of Railways, Harbours and Airports Construction.

The subject of the tender is: the Consulting, Engineering and Supervision services and the construction of the double track electrified, signalized, high standard railway which passes through Ankara-Sincan-Cayirhan-Arifye-Istanbul, approximately 430km long together with the Istanbul Bosphorus Tube Tunnel Crossing and Rapid Train System.

The applications: for the Consulting, Engineering and Supervision shall be for whole of the work and for railway construction and Rapid train system can be for whole or part of the work.

Since the companies will be prequalified depending on their international experiences on similar works, they had carried out, the companies shall deliver the necessary documents showing their experience on the similar work, reference lists, credit proposals, approved by the related Bank or Institution or letter of credit offer, and apply for the tender alone or as a Joint Venture, not later than 15.9.1992, Tuesday at 17.00 hours to the Ministry of Transport and Communication, General Directorate of Railways, Harbours and Airports Construction, 91, Sokak Emek, ANKARA.

Ferranti wins overseas order

Ferranti International has won its first overseas contract for a new electronic defence system. The Royal Netherlands has agreed to buy the AWACS system for its Lynx helicopters, combat support ships in a \$100 million deal. The system detects potentially hostile radar emissions and guides missiles. The system was originally developed for British Army helicopters.

Recession hits tourist sites

Top tourist attractions such as the Tower of London, Windsor Castle and Shakespeare's birthplace at Stratford-upon-Avon are all feeling the effects of recession. The Tower received 16 per cent fewer visitors last year, Warwick Castle 27 per cent less and Stratford 14 per cent fewer, the Board reported.

Voluntary care under-used

Local authorities are failing to exploit the resources of unpaid volunteers in developing their community care programmes, according to the Community Volunteers' Association, which organises voluntary effort.

A CVA survey of half of local authorities in England and Wales shows that despite having formal community care units, only 14 per cent of them have a clear scheme for recruiting and deploying volunteers. Barely two-thirds even mention volunteers in their plans.

Value fears on council tax

Local MPs and local people are concerned that the value of properties for the new council tax will rise sharply. The new charge is based on local services and may provide more money and a better service, but because the charge is based on property values, without any allowance for cost of services, it will increase. The increase is greatest in London, where the deduction has been kept at 10 per cent, down the line to the Great North and further government rises will affect local authorities. London and the south of the country will feel the effects of the new council tax more than the rest of the country.

Five die in UK storms

The death toll from the storms in the UK has risen to 12. The latest increase is higher than predicted. It was the second increase for the week, with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

the week with new figures showing a jump in the rate of unemployment in Thursday, the fifth consecutive rise.

It was the highest increase for

Barcelona
In 1992

**Congratulations
Barcelona
On Bringing The
World
Together:**

Atlanta
In 1996



In 1996 It's Our Turn.

Soon, the world will discover something we've known all along. Atlanta is truly a great international city. That's why we call it home. And why we fly there more than 480 times every day, from over 300 cities around the world.

 **DELTA AIRLINES**
We Love To Fly And It Shows.

MANAGEMENT

Barbara Durr reports on the army of unemployed American executives seeking new careers as consultants

Starting all over again

For many, it was living the American dream. They had a management job with a top US company, good pay and benefits, a house in the suburbs, two cars and a sense of security. But for many of these executives, the American dream has turned to a nightmare during the recession.

Hundreds of thousands of middle- and upper-level executives have found themselves out on the street and discovered that they have little chance of finding their way back to similar positions.

From January 1989 to June this year, 1.2m jobs have been eliminated by leading American corporations. Some 70 per cent of those cuts have come in assembly line jobs, but in management, engineering and administration, according to Dan Lacey, editor of "Workplace Trends", a newsletter that tracks firings. "It's a dramatic and traumatic thing that's going on out there," says Lacey.

What is worse for many sacked executives is that they face a shrunken market for their skills, as lay-offs have affected whole industries. Among the hardest hit have been the computer, motor, aerospace and defence industries.

Redundancies are part of how American companies are grappling with tougher international competition, says Stephen Carter, manager of the Kansas City office of Right Associates, the world's leading publicly held outplacement company.

The litany of lay-offs by American corporate icons, such IBM, AT&T, Alcoa and GM, seems endless. In the last 12 years, 5m jobs have been pared by the Fortune 500 and the contraction shows no sign of let up.

Paul Fosk, managing director in Chicago of Korn/Ferry International, the largest US executive recruitment firm, says: "I don't have the salesman's optimism that things are going to get any better."

The situation is new to American executives. This is the first recession in which white collar employees are bearing the brunt of unemployment, says Richard Belous, economist with the National Plan-

ning Society, a Washington-based public policy group. "In the last two recessions, in 1982 and 1986, white collar unemployment was roughly 20-30 per cent of the total. Now, it's up to 60 per cent."

Moreover, long-term unemployment, little known to the white collar brigade, is becoming increasingly common. While managers used to be able to find a new position in a month, six months is now a minimum and many wait a year or more. Some are even falling out of the labour market altogether.

"What makes it bad is people feel they've been misled. Generally, there's a great feeling of bitterness," says Jack Hackman, who lost his job two years ago as art department chief in Chicago for NBC, the broadcasting group.

Many of those laid off feel that their hard work and loyalty have largely not been rewarded, puncturing one of corporate America's enduring myths.

But Hackman has taken the path that increasing numbers of unemployed executives are choosing. He has become a consultant. He now does design work for restaurants, hotels and performing arts groups.

Job market experts believe that 15-20 per cent of redundant managers become consultants. Only a tiny percentage turn to franchising, creating their own company or acquiring an existing one, because

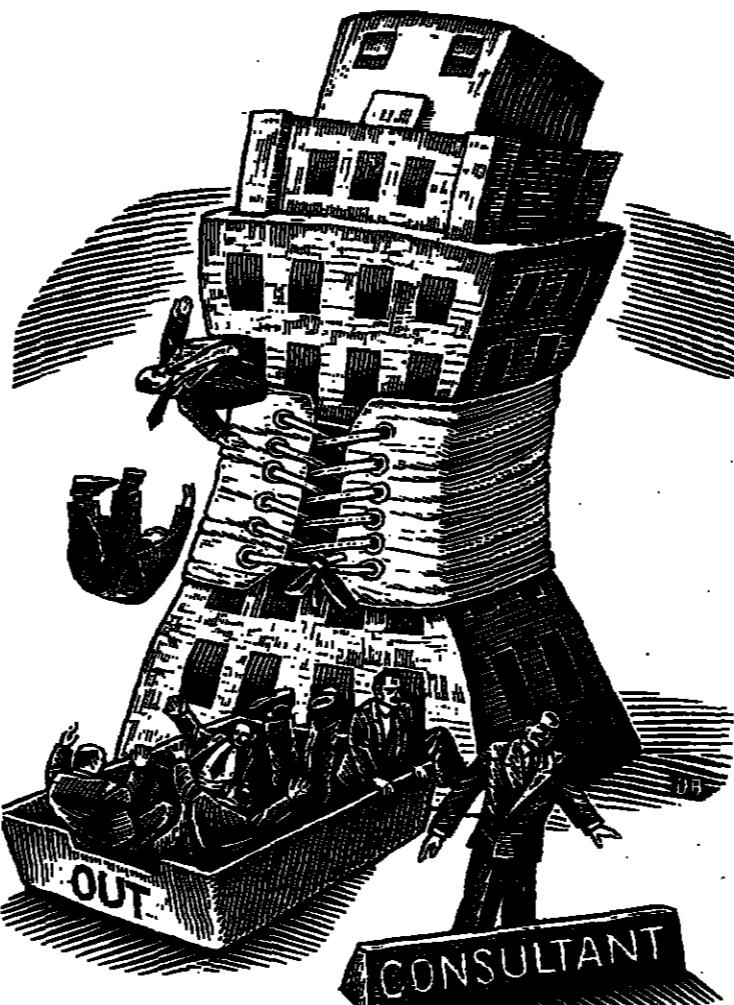
all these options require start-up capital.

New consultants frequently begin by returning to perform subcontracting services for their old employers. A 1989 study by the National Planning Association showed that about half of those laid off were taken back on consultancy work. For some, the former employer becomes the prime client for as much as two years, says John Poynton, a partner of the Chicago outplacement company, Clarke Poynton Associates.

Many companies are finding that they can farm out work that was once done in-house at a considerably lower cost, indeed, as healthcare benefit costs have soared, companies have struggled to employ outsiders rather than staff wherever possible. If those outsiders have worked for the company, so much the better.

Yet, while there is more work for consultants, their growing numbers means competition is fierce. For most, it is an insecure business. While a consultant works on one job it is difficult to spend time hunting for others to keep the diary full. And employers can pull work away on a whim.

To reduce their sense of isolation and uncertainty, many consultants join professional associations, says Tom Germuska, who lost his public relations job after 19 years with



United Airlines. He is now president of the Midwest Society for Professional Consultants.

About half of those who attempt consulting fail simply because they do not have the temperament, says Glenn Van Doren, president of the Association of Executive Search Consultants. Like other entrepreneurs, consulting takes "people skills", and many who have been ensconced in corporate man-

agement positions do not have those abilities, he says.

Consulting has had such an influx of jobless executives during the last few years that it has almost become a code word for being unemployed. Many just put consulting on their CVs to fill in for a jobless period, though they have done little or no consulting work.

These people generally return to regular jobs. But with the wealth of managerial talent on the street these days, most face having to take jobs below their previous levels of salary, benefits and responsibility. And even those willing to do so must be flexible enough to consider changing industries and acquiring new skills.

The good news is that small- and medium-sized companies, traditionally the biggest generators of US jobs, are inheriting a vast pool of highly qualified managers to choose from.

One study by Right Associates even found that executives who went to work for small- and medium-sized companies are finding greater satisfaction in shaping and building up their new companies, despite the lower pay.

Mandarins peel away from the corridors of power

By Andrew Adonis

"Industry" recurred as the deepest part of the Divide. "It sounds appalling now," recalled one civil servant, "but we thought 'industry', whatever it was, was for northern chemists. People like us went for the Treasury or the BBC."

The interviews revealed ignorance and mistrust to be deep-seated. "Stated baldly," says the report, the prejudices came down to two: "the public sector views the private as venal, vulgar and narrow", while the private sector sees the other as "timeserving, slow, fixated with process, inefficient, naive and opposed to change".

Far from having bridged the gulf, Saxon Bamfylde believe the 1980s probably widened it further "by endorsing defensiveness in the public sector and populism - 'less government' - views in the private."

In the words of one senior civil servant they quote: "I was talking to an otherwise perfectly sensible industrialist about the council and he said 'privatise it'. It was simply idiotic - a knee-jerk reaction - but he was an ardent Thatcherite and that was the rhetoric of the 1980s."

On a less crude level, the Whitehall emphasis on "process" as against the private sector stress as against the private sector stress at other levels is increasing. The Environment Department is even running a secondment scheme to encourage "co-operation and the cross-fertilisation of fresh ideas" between officials in Whitehall and local government.

What are the outsiders making of Whitehall, and the Mandarins of outside? According to a report by Saxon Bamfylde, the executive recruitment consultants, based on the "romantic perceptions" gained from interviews with numerous high-flyers who have moved between the two of late, the cultural divide between Britain's public and private sectors is a "Berlin Wall" which has barely started to crumble.

"Culture" is the word to stress: some of those who moved out to the private sector found the experience considerably less dramatic than they expected. One former civil servant, now working with a leading consultant, said: "I haven't made much of a move in consultancy I work in a similar way with similar people. It's more agreeable and I earn more money. In industry it would have been different."

This Berlin Wall, it seems, is littered with shoes.

* *Privatising People? Career moves between the public and private sectors, Saxon Bamfylde, 35 Old Queen Street, London SW1, £29.*

Therapy provides a counsel of hope

Sheila Lyons lost her mid-level job at a top business travel company last November. As the months have worn on, she has not only doggedly chased every possible job lead but fought to keep up her spirits.

"Some days I just can't make a call," says Lyons, normally an upbeat person. "It's a self-esteem thing." For middle- and upper-level executives, unemployment can be devastating. Accustomed to being in charge, busy, purposeful, they feel adrift and ashamed. So

debilitating are these feelings that many have now sought psychological counselling and, in the process, spawned a new type of group therapy. Across the US, unemployment therapy groups for executives have been organised. Most are in churches, such as the one lead by Sonia Sakenick in Chicago.

Sakenick says: "As people are unemployed for longer periods, they become more desperate. Expectations don't pan out and they don't know how to plan new

ones. There's a lot of pain involved." She tries to guide the jobless "to work through their feelings of abandonment and betrayal." She also counsels them to adjust their expectations and re-think their self-images. "Some will never work as they did before, especially investment bankers," she said. The groups not only offer the unemployed relief from their sense of secrecy and isolation, but they also help at the practical level of providing a network of contacts.

BUILDING CONTRACTS

£71m Avonmouth development

A joint venture between BACON & BACON and BACON & BACON

Hi-Spec structures Ltd, Long Credon, Aylesbury, Bucks. NPTB B62, Tel: Long Credon (0844) 2029481

Fax: (0844) 2016222 Tel: 03324

Tunnelling project in Boston

The American division of EVERED BARDON, the international quarry and aggregates group, will be the primary supplier of ready mixed concrete to the new Third Harbour Tunnel connecting Logan International Airport to downtown Boston.

The contracts total in excess of 665,000 cu yards of ready mixed concrete and have an approximate value of US\$40m (£20.9m). Deliveries have begun and will continue until 1994.

These awards are the first phase of a number of major materials contracts to supply what is believed to be the largest infrastructure development underway in the US. Over the next eight years a total of US\$11bn (£5.76bn) of infrastructure work will be completed in Boston as the Third Harbour Tunnel/Central Artery and a major sewage treatment plant at Deer Island are built.

Transport studies

RENDELL PALMER & TRITTON has won a contract to project the expansion of the port of Mombasa in Kenya over the next 10 years, together with the development of an inland container transport network. The two studies are being funded by the World Bank on behalf of the Kenya Ports Authority.

The 10-month study of Kenya's principal port has a wide ranging brief covering the port's layout, operational equipment, land use, traffic forecasts, manpower planning, management efficiency, computer applications for improving efficiency of port operations and a review of throughput costs.

Container handling at the port is particularly important to the second part of the contract, a six-month study into the strategic development of inland container depots.

A consortium led by BACON CONSTRUCTION will design, build, manage and operate the new indoor Olympic arena at Manchester's Victoria Station, following the formation of a partnership between BACON and InterCity Property Group.

The first phase, totalling 550m, will be well underway for the visit next year of the

stockyard. These will be linked, via a tunnel, to the other side of the River Avon estuary where the Avonmouth railhead is located by a series of conveyor and transfer stations. Two 2,600 tonne bunkers are to be built at the railhead with facilities for loading and dispatching of trains each carrying 1,600 tonnes in total weight at hourly intervals.

Prior to works operation, part of the Portbury Dock will need to be deepened by the dredging of 200,000 cu metres of material in order to accommodate bulk carrier ships up to 120,000 dwt.

Another aspect of the con-

tract involves extending and upgrading the existing quay structure at the Royal Portbury Dock. This is to facilitate the two continuous ship unloaders, which stand 40 metres high, weigh 1,200 tonnes and are capable of unloading material at 1,750 tonnes per hour.

The 3.35 metre internal diameter tunnel is to be constructed using a full face Lovat tunnel boring machine, which has to go through varying strata from soft silt and clay to very hard conglomerate rock. Work has already commenced and the project is intended to be fully operational by July 1993.

The work entails installation of continuous ship unloaders and a conveyor system from the ships and quayside to a

international Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

BACON will build an indoor arena with a capacity of 15,000 seats capable of providing a further 5,000 seats for the Olympic Games. It will be suitable for a variety of sporting and entertainment events, including football, basketball, tennis and pop concerts.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

year with completion scheduled for 1995.

International Olympic Committee, which will be assessing Manchester's suitability to host the 2000 Olympic Games.

The arena, plus new rail connection, car park, offices and a hotel, will be built on a site which currently includes platforms 14-16 of the Manchester railway station. BACON will start on site at the end of this

kins peel
from the
s of power
new Adonis

"Industry" recurs as the deepest part of the Divide. "It sounds appealing now," recalled one civil servant, "but we thought 'Industry' - whatever it was, was the northern chemists. People like us were for the Treasury or the

The interviews revealed ignorance and mistrust to be deep-seated. "Stated baldly," says the report, the prejudices came down to two: "the public sector views the private as venal, vulgar and Harris"; while the private sector sees the other as "distrustful, slow, fixated with process, inefficient, naive and opposed to change".

Far from having bridged the gap probably widened it further by underlining defensiveness in the public sector and populism in the government: "views in the

In the words of one senior civil servant they quote: "I was told to be otherwise perfectly sensible industrialist about the council and he was 'privatise it'. It was simple advice - a knee-jerk reaction but he was an ardent Thatcherite and that was the rhetoric of the time."

On a less crude level, the Whitehall emphasis on "process" against the private sector stress on "results", and the cultivation of different skills in the two spheres, were found to be key factors. It was not just "competitive versus 'elusive of expression'" in the public service, precedent and a sense of history and community matter - but not much in the private sector.

Rival dress codes also featured prominently. "When I left the Treasury," said one senior banker, "I gave up my Hash Puppies and bought a proper pair of black Oxfords. Everyone assumed that if you had been in the Civil Service you would be wearing cheap does have a hard hat and live in Sutton and only be interested in your pension rights."

That Roger Wall sees, is littered with sites.

"A new 'gate' has been

opened up to the

newspaper

<p

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Monday August 10 1992

Using force in the Balkans

CONFRONTED with the escalating conflict in Bosnia-Herzegovina and the mounting evidence of barbaric behaviour by the parties, it is hard to avoid an overwhelming sense of helplessness. Understandably, western public opinion clamours for military intervention to halt the fighting, or to mitigate its worst excesses. Equally understandably, western governments approach that idea with the utmost caution, seeking ways to avoid exposing their own soldiers to mortal danger on the ground.

Yet events have developed a logic that poses a stark choice for political leaders in western Europe and the US: either they can seize the initiative now and start making a clear-headed calculation of how they might sensibly use force; or they will face the danger of being sucked into the conflict in an ill-planned and ineffective fashion.

Which way will they go? So far, the signs are not encouraging. President George Bush, gripped by pre-election paralysis, says he will go along with any course of action agreed in the United Nations Security Council but states flatly that he will not succumb to political pressure to send troops no matter what the circumstances. Mr Douglas Hurd, the British foreign secretary, proposes enhancing the UN relief effort by setting up armed aid convoys, but on a basis so modest as to be almost irrelevant. Meanwhile, the voices urging direct military intervention on one side of the conflict – to punish Serbia and its Bosnian proxies, to “take out” their heavy weaponry, or even, as Lady Thatcher has proposed, to arm their Moslem enemies – grow louder all the time.

Misguided voices

Those voices are misguided. True, offensive action against the Serbs might serve to suppress the worst of the fighting for a while – for example, by destroying artillery emplacements or tanks. But to have such an impact force would have to be used on a massive scale and over a protracted period; given the highly localised nature of much of the fighting, it would almost certainly entail bloodshed among civilians as well as among the foreign troops reminiscent of the Lebanese civil war. Nor, although the Serbs bear a disproportionate share of the

blame for the conflict, are they by any means the only guilty party.

Doing nothing, however, is no longer an option. The Serbs’ deliberate strategy of grabbing land and driving Bosnian Moslems from their homes is so morally repugnant as to cry out for a response. It is creating a refugee problem that will haunt the rest of Europe for years, if not decades. And there is a constant danger that unless the west is seen to act, the conflict will spread, dragging in neighbouring and Middle Eastern countries and setting a precedent that will be noted by would-be dictators all over the former Soviet empire.

No guarantee

These problems are vast and intractable; no strategy to confront or contain them is assured of success. But there are practical ways in which the application of western force might help.

First, European countries and the US – perhaps working through Nato, under authorisation from the UN Security Council – could undertake a significant expansion of the humanitarian relief effort, backed by military force on a scale sufficient to ensure its reliability. The mission would be to establish permanent relief corridors from the Adriatic and from Sarajevo airport to besieged Bosnian cities; any violent attempt to interfere with it would be met with equivalent force.

Second, air and sea power might be deployed to tighten and strengthen sanctions on Serbia, establishing a blockade on its borders, its airspace, on trade routes such as the Danube and on its supply lines to its surrogates in Bosnia. Third, military assistance could be provided for the establishment and protection of “safe zones” for displaced persons close to their homes. This needs to be accompanied by the provision of adequate refugee facilities further afield – including in Britain.

All these forms of action must now be explored in practical detail, at the same time as the diplomacy continues in yet another international conference in London. From now on, western governments will have to consider force as an inescapable complement to diplomacy. It is time to weigh the scale and purpose of military intervention rather than to debate its need.

County Hall

IT IS difficult to conceive that the government could have worse handled the disposal of London's County Hall.

Through its quango, the London Residential Body, it needlessly rushed into a pre-election deal with the Shirayama Corporation to convert the prime-site building into a luxury hotel. Then it spent more than three months dithering as to whether or not to allow the London School of Economics, which had been campaigning for the site for over a year, to submit a rival bid. Finally, at the end of July, it gave the LSE six working days to submit a fully-costed, unconditional bid for the site.

The government apparently intimated to the LSE that its bid should be a fair commercial proposition. Hence the LSE, which five months ago proposed to pay £20m, with a partner, for the hall and surrounding site, is now offering £85m on its own.

Hitherto the FT has supported the LSE's designs. County Hall is

London's foremost vacant public building: it should be used to house one of its foremost public institutions, and none seemed – or seem – more appropriate than the LSE, Britain's leading social science university. However, it is not merely ridiculous, but positively dangerous, to require the LSE to behave like a commercial property developer. To raise the £100m odd it now needs to buy and refurbish County Hall, the LSE is banking on an early, highly optimistic return from its current site, plus a huge overdraft and a doubling of postgraduate numbers in four years. Even if all goes according to plan – a big “if” – such rapid transformation could undermine the very reputation which justifies the move.

If the government believes the national interest is best served by relocating the LSE to County Hall, it ought to forget about a commercial return. If it continues to demand one, the LSE should think hard before gambling its future on a building.

It can be done

FIRST Angola, and now Mozambique, are within reach of lasting peace for the first time in three decades. The agreement in Rome last Friday to end the civil war in Mozambique suggests that patient mediation, honest brokers and international monitoring can end conflicts in southern Africa. If so, then there may be hope even for the Somalis of the continent. Of course, the causes of Africa's wars vary widely. In Mozambique, as in Angola, South Africa was critical to the peace process. Only when Pretoria ended its military support for the opposition movements Renamo and Unita was mediation possible.

But as in Angola – due to hold UN-monitored elections next month – a settlement in Mozambique was unattainable without outside help, given the enmity between the two sides and the need for third party monitoring of the proposed ceasefire. Hence the extraordinary guest list at the ceremony in Rome last week, when President Joaquim Chissano and Mr Afonso Dhlakama, leader of

Foreign policy has a way of inserting itself into presidential elections. The confrontation with Iraq and the tragedy in what was Yugoslavia may have been boiling for months, but neither had quite thrust themselves into the forefront of an election supposedly to be determined principally on domestic issues. Yet when either George Bush or Bill Clinton wakes up on the morning of November 4, the loser may well find the names of both countries written in the political obituaries. This was not in the pre-ordained script.

In the good old days of the cold war, the playing of the foreign policy card in presidential elections was predictable. The Republican candidate would accuse his Democratic opponent of being soft on communism, weak on defence and, if pushed to the partisan extreme, would point out that US participation in this century's three big wars (two global and Vietnam) was initiated by Democratic presidents.

The Democrat would preach the virtues of an enlightened approach to the rest of the world, based on humanitarian values, shared international responsibilities and a leaner military establishment. Republicans used to hold the United Nations in contempt and the Democrats half-heartedly would extol it.

There have been variations on the basic theme, mostly from the Democrats. In 1960 John Kennedy sought to be “tougher” than Richard Nixon over Cuba and China, and in 1964 Lyndon Johnson got away with portraying Barry Goldwater as a nuclear adventurer (which was not difficult). Jimmy Carter's successful campaign of 1976 was probably the closest to the Democratic norm, but he was swamped four years later by his own Iranian albatross and by Ronald Reagan's equally classical Republican slogan of “peace through strength”. This was enough to carry George Bush to victory in 1988 even though the “evil empire” had become quite emollient. It still features in his speeches today.

There are two quantum differences this year. First, the cold war is dead and buried alongside the corpse of the Soviet Union, presenting a different set of challenges to the presentation of foreign policy by the two candidates. Second, as recent events merely confirmed, Mr Clinton does not fit the Democratic type: indeed, he sometimes seems to have lifted a lot, with nuances, from the Republican handbook.

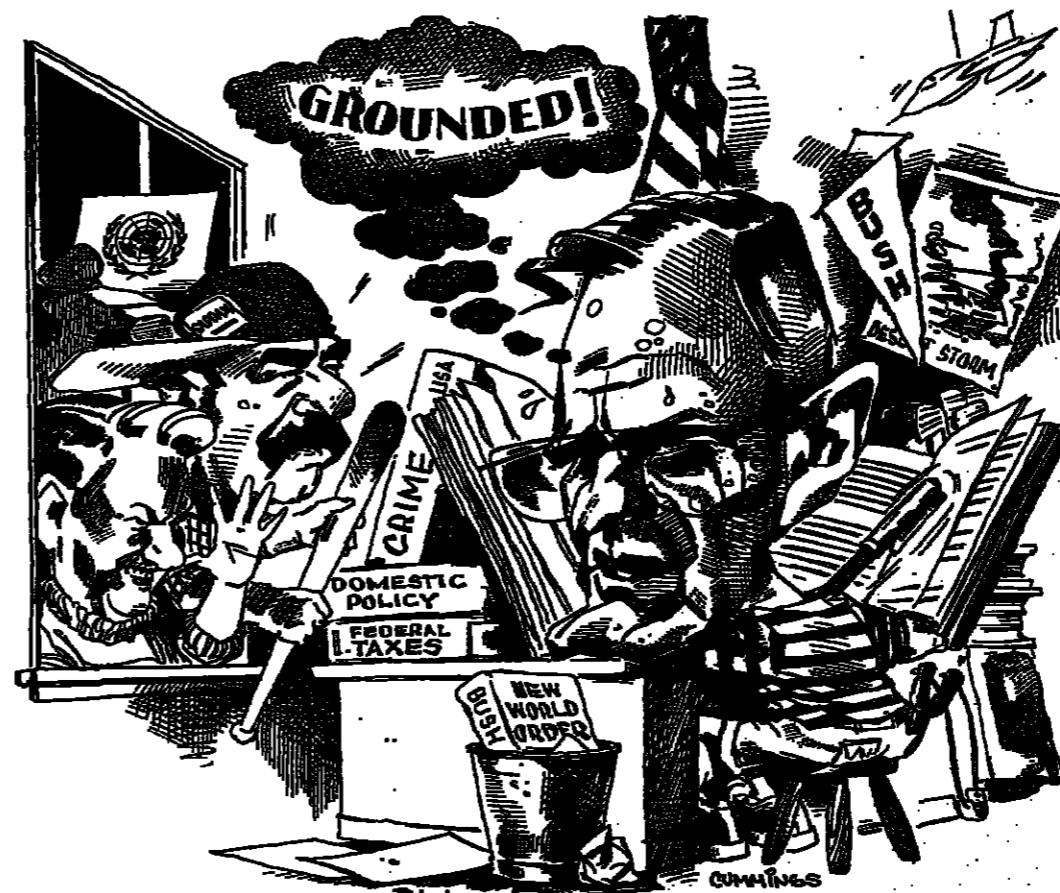
The Clinton logic is to accept that the cold war is over, not to quibble over why, but instead to try and solve new problems. Anthony Lake, his foreign policy adviser, says: “At a moment when history has turned, experience is not necessarily the first qualification.” The Bush premise is to explain why it was won, his role in the victory and to argue that the experience gained is too invaluable to discard in still tricky times, exemplified by Iraq and Bosnia.

This could make for a fascinating general dialectic if the country was listening. As Mr Bush likes to point out with scorn, the Democratic nominee devoted precisely 143 words – or one minute – of his 54-minute acceptance speech to his convention to foreign policy. But Mr Clinton is probably closer to the public ear than is Mr Bush, insulated in the White House cocoon.

The president will make much of his Gulf war victory when he speaks to his convention in Houston next week and is wheeling out Mr Reagan for an opening night keynote address on foreign policy. But Mr Bush's own advisers concede that things have changed to the

The end of the cold war has recast the foreign policy debate in this year's US presidential campaign, says Jurek Martin

New scripts for Bush and Clinton



point that military involvement between now and election day, especially in a Balkan quagmire that few understand, might produce little political profit. That credit, the argument goes, was used up by the Gulf war and could only be restored by the removal of Saddam Hussein.

Still, Mr Bush would be politically dumb not to capitalise on the fact that only in foreign policy is he considered the more competent. If he can catch Mr Clinton with his formal inexperience showing, he might be on to something. Gerald Ford's silly mistake in the 1976 debate, when he asserted there was no Soviet military subjection of Poland, knocked his campaign off track for a fatal couple of weeks.

The problem is that many of Mr Clinton's positions differ little from his own. Mr Clinton has always supported financial aid to Russia, even when his party wanted it switched to US cities. He might be a little tougher on China, a little gentler on Israel and, again recently, a little bolder on Bosnia, but mostly he has supported whatever Mr Bush has said, including over the latest confrontation with Saddam Hussein.

More than this, as in domestic policy, the Clinton foreign team has been phenomenally quick with its responses, so that no allegation appears on the evening news without an appropriate answer. When accused by the White House of

being “reckless” for advocating selective, UN-sanctioned bombing to relieve Sarajevo, there was Mr Clinton instantly citing an administration source (Dick Cheney, the secretary of defence, no less) for having said exactly the same thing. He now has Mr Bush himself to induce in evidence. When charged with equivocal support for the Gulf war, the immediate counter was that Mr Bush's “coddling” of the Iraqi president in the 1980s had not done much good either.

This does make for entertaining verbal chess, demonstrating at least that Mr Clinton is not Michael Dukakis, who had no foreign policy at all. But it hardly amounts to the presentation of an alternative vision to set against the Bush record, and it does not take account of the advantages from foreign policy that any incumbent president can bring to bear on a domestic electorate. Some of them may be more apparent than real, but in Mr Bush's case this year these potentially include:

- **Eastern Europe.** There are, according to the 1990 census, 9.4m Americans of Polish ancestry, 3.5m Czechs and Slovaks, 2.9m Russians, 1.6m Hungarians, 810,000 Lithuanians and 740,000 Ukrainians. Many are working-class Reagan Democrats and many approve of Mr Bush's role in facilitating the transition of their countries of origin to democracy. The Poles will take particular note of the endorsement Mr Bush received in Warsaw last month from President Lech Wałęsa.

- **Hispanics.** More than 17m Americans speak Spanish as a first language. The Cubans, concentrated in Florida, wholeheartedly approved of Mr Bush's refusal to shake hands with Fidel Castro in Rio in June. The US-Mexican business community supports the North American Free Trade Agreement, of which Mr Clinton is increasingly critical and may be influential in getting out what is normally a low but Democratic-leaning Hispanic vote.

- **Western Europe.** Mr Bush may

Shamir was prime minister.

But that still looks thin compared with some of the achievements of the Bush administration. Not for political nothing is Mr Yitzhak Rabin coming here this week, with peace talks resuming in Washington on August 24. It is likely that the Arab and Palestinian representatives would prefer a continuation of the Bush approach to the uncertainties of a new US administration.

- **Eastern Europe.** There are, according to the 1990 census, 9.4m Americans of Polish ancestry, 3.5m Czechs and Slovaks, 2.9m Russians, 1.6m Hungarians, 810,000 Lithuanians and 740,000 Ukrainians. Many are working-class Reagan Democrats and many approve of Mr Bush's role in facilitating the transition of their countries of origin to democracy. The Poles will take particular note of the endorsement Mr Bush received in Warsaw last month from President Lech Wałęsa.

- **Hispanics.** More than 17m Americans speak Spanish as a first language. The Cubans, concentrated in Florida, wholeheartedly approved of Mr Bush's refusal to shake hands with Fidel Castro in Rio in June. The US-Mexican business community supports the North American Free Trade Agreement, of which Mr Clinton is increasingly critical and may be influential in getting out what is normally a low but Democratic-leaning Hispanic vote.

- **Western Europe.** Mr Bush may

PERSONAL VIEW

Hard lessons of Somalia's suffering

By Julian Ozanne

The violence and famine unfolding in Somalia have left many people – both inside and outside the international relief agencies – shocked and shamed by their inability to prevent one of the world's most dire humanitarian disasters.

Few participants in the relief effort will emerge from the catastrophe with their reputations unscathed. Some courageous non-governmental organisations (NGOs) stand out for special praise, however. The Red Cross, Doctors Without Borders and SOS Kinderdorf have kept their flags flying in one of the most dangerous situations ever faced by aid workers. But the United Nations, the organisation which should have provided the lead, has failed to respond adequately to the crisis.

Citing issues of sovereignty and the great danger of operating in the country, the UN has dithered. Only in the last few months has a big humanitarian effort begun to take shape. With every day of delay, the task of recovery has become harder as Somalia slips further into anarchy.

Mr Mohamed Sahnoun, the UN special envoy to Somalia, summed it up last week in a remarkably candid and self-critical press conference in Nairobi. “If only we had intervened before November,” he said. “Because of that delay, we now pay the price.”

Related efforts are now being made to tackle the humanitarian disaster, but in the meantime the lessons that have been learned in Somalia need to be put into action if

ernments. For months protracted negotiations were undertaken between the UN and Somali warlords who control parts of the country. Thousands died during these diplomatic exchanges.

For Somalia itself, the international community urgently needs to make high-level assessment visits; provide the right type of food in bigger quantities; fund efforts to get supplies into the interior; begin creating self-sufficiency rather than dependency; and, for the long term, undertake a massive development aid programme.

For several years there has been a suggestion that a well-funded dis-

tributional food aid programme should be undertaken to avert starvation. The west could take immediate steps to ease the suffering in Somalia. The first is to send a senior team of officials to see the situation for themselves. Last week's visit to Somalia by Mr Bernard Kouchner, the French health and humanitarian action minister, has done much to publicise the plight of Somalia and spur the world into action.

Experts working in Somalia say it is critical for governments to increase their food pledges. However, governments should be selective in their donations of food.

Governments must also massively increase funds to the NGOs which often prove very effective at moving swiftly and reaching those most severely in need. Last week Mr Sahnoun paid tribute to the NGOs which remained in Somalia despite fears for the safety of aid workers.

The west must also stop dealing with local warlords who have no popular mandate as sovereign gov-



Sending food is only a short-term measure

food distributed outside of Mogadishu to prevent starving people abandoning their homesteads and walking to the city in desperation for food.

There are many practical measures which the west could take immediately to help ease the suffering in Somalia. The first is to send a senior team of officials to see the situation for themselves. Last week's visit to Somalia by Mr Bernard Kouchner, the French health and humanitarian action minister, has done much to publicise the plight of Somalia and spur the world into action.

Experts working in Somalia say it is critical for governments to increase their food pledges. However, governments should be selective in their donations of food.

Governments must also massively increase funds to the NGOs which often prove very effective at moving swiftly and reaching those most severely in need. Last week Mr Sahnoun paid tribute to the NGOs which remained in Somalia despite fears for the safety of aid workers.

The west must also stop dealing with local warlords who have no popular mandate as sovereign gov-

ernments. For months protracted negotiations were undertaken between the UN and Somali warlords who control parts of the country. Thousands died during these diplomatic exchanges.

For Somalia itself, the international community urgently needs to make high-level assessment visits; provide the right type of food in bigger quantities; fund efforts to get supplies into the interior; begin creating self-sufficiency rather than dependency; and, for the long term, undertake a massive development aid programme.

Widespread banditry currently rules out moving food by road, so a massive and costly airift needs to be undertaken. The UN is presently studying the logistics of an airift operation but so far the funding for it has not been pledged.

Sending food alone, however, is merely a short-term measure. Food aid traditionally creates dependency. It takes people off the land and brings them to feeding centres, making them reliant on handouts. It is important from the very beginning that seeds and tools are distributed alongside food aid to make sure that next year Somalia will be able to feed its communities. Reviving the rural economy is crucial.

The west is going to have to aid Somalia massively for years to come. But more importantly it must put into place effective programmes which spread wealth equitably in poverty and the cycle of violence that breeds are to be eradicated.

A sale that promises to pay on delivery

Roland Rudd looks at the options being considered by the government for privatisation of the Post Office

A"For Sale" notice has been hung outside Britain's Post Office. Mr Michael Heseltine, trade and industry secretary, wants to "free the corporation from what he calls the "shackles" of public ownership."

So far, the government has not yet committed itself to privatisation. But for the first time it is willing to consider selling off Europe's most profitable nationalised postal service. The Post Office's record pre-tax profits of £247m for the year to March 25 included the loss-making Parcelforce, which is now to be sold as a separate unit. By becoming a listed company, the government hopes to buy a letters monopoly if it should acquire the service.

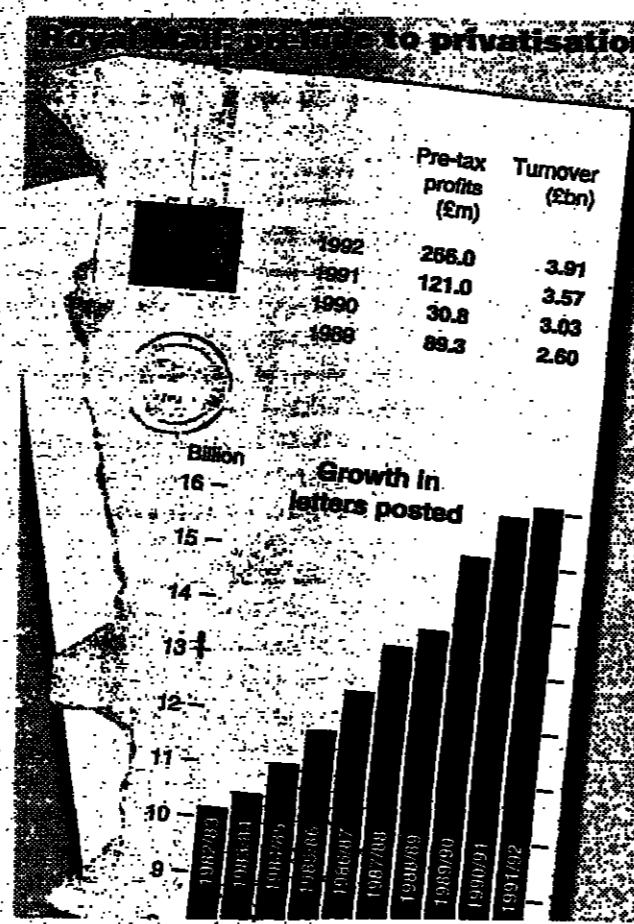
What is potentially on offer is Post Office Counters (shops selling stamps and other postal products), which made a profit of £28m in the year to March, and Royal Mail, which handles 51m letters a day and increased pre-tax profits by almost 120 per cent from £12m to £26.6m during the same period.

It is, therefore, not surprising that when Mr Heseltine recently announced a government review of the Post Office's structure and organisation - to run until the end of the year - private postal operators warmly applauded his decision, as a precursor to possible privatisation. The operators are now expected to submit proposals on how the Post Office could best be transferred from public to private ownership.

The government has said it is prepared to look at everything, including breaking the Post Office up or selling it off as a whole to a single buyer. However, the path it takes is likely to be dictated by the proposals submitted by the private sector. So far three options put forward by private operators and one from the corporation's own managers are under consideration.

The splitting-up of mail delivery and delivery, Securicor Omega, the biggest independent parcels business in the UK, has informed the government of its interest in collecting letters from post boxes and transporting them to Royal Mail offices for final delivery. Mr Pat Howes, chief executive, says: "We have the infrastructure to provide a significant service for the Royal Mail."

Other companies interested in sorting and transporting letters include Bridoc, the only company licensed to carry letters below the cost of the £1 Post Office monopoly on condition that it only handles business mail.



Companies could be encouraged to bid for part or all of the Post Office.

TNT, the Australian-owned courier and parcels group, has long been interested in delivering letters in the UK if the government gave it the exclusive rights to compete with the Post Office.

The idea was rejected by Mr Nicholas Ridley when he was trade and industry secretary in 1988. But there are indications that TNT has changed its position slightly, and may now be more optimistic about its chances: it may bid for, or take

The striking feature is that the four options all envisage a regulated market with restrictions on the right to compete with the Post Office

part in, a consortium wishing to buy all or part of a profitable letters monopoly. Mr Alan Jones, UK managing director of TNT, says: "We are keeping all our options open."

• A management buy-out. Sir Bryan Nicholson, chairman of the Post Office, is keen to win more commercial freedom. From government control, he would look at introducing a range of different services. The Post Office would then face competition from a range of private operators. But no one private

operator throughout most of the UK, says he would like to opportunity to compete against the Post Office, which could remain a nationalised monopoly under this option.

• We would welcome the opportunity to compete on an equal basis," says Mr Lupo.

Mr Heseltine is no doubt aware that he has a difficult balancing act to perform. It may be possible to sell the Post Office and introduce some competition. But if he tilts too far in favour of competition he may find himself with a very short queue of buyers.

OBSERVER

An age old problem

■ Why is it that some big companies are so reluctant to publish the age of their directors and how long they have been on the board? Surely shareholders shouldn't have to turn up at the agm just to check whether their representatives are in their fortes or their eighties.

Marks & Spencer, for example, is one blue-chip company, which maintains a discreet silence on the subject. No wonder its annual report doesn't win the same accolades as its merchandise. Lord Forte, an executive director and chairman of Britain's largest hotelier, is in his 84th year and has been a director for over 50 years, although you couldn't tell it from his company's annual report. Nor can you tell whether Forte's board is packed with young turks or elderly time servers.

By contrast, Land Securities, one of the few solid pillars in the property world, makes no secret of the fact that one of its directors, 75-year-old Richard Caine, has been on its board since 1948. Old men have their uses, and Land Sec deserves to be congratulated for its openness in reporting its affairs.

Meanwhile, Observer offers a bottle of finest malt to anyone (Forte directors, excepted) who can prove that they are the longest-serving director of a FT-SE 100 company.

Singapore date

■ Recognition at last. Members of Singapore's state-sponsored dating agency, the Social Development Unit, were allowed to march in the country's national day parade

yesterday. The SDU, often ridiculed as a last resort for the Single, Desperate and Ugly, was set up in 1984 when then-Prime Minister Lee Kuan Yew expressed concern over the large number of single women graduates who were not getting married and producing bright children. The unit, which organises cruises and tea dances where graduates can get to know each other, now has 13,000 single graduate members compared with 1,000 when it started.

In 1984 only 704 Singapore graduate couples tied the knot. Last year there were 1,443. "The SDU has become an acceptable organisation while previously there was a stigma attached to it," says deputy director Sussan Chua. It even sports a new nickname, Single, Desirable and Unattached ...

No fishing

■ Senior executives at Companies House, the government's company information agency, were caught on the hop last Friday by a one-day strike in reaction to plans to shed up to 80 of the 1,150 staff.

During previous strikes, they have tried to keep operating normally using tactics such as cancelling all holiday leave. That might have helped this time except for one problem: the chief executive had already gone on holiday.

Bright light

■ Did you know that smoking one pack a day of Brazilian cigarettes provides the equivalent radiation dose to two chest X-rays?

The Physics Institute of São Paulo University has discovered that fertilisers used in the cultivation of Brazilian tobacco contain dangerously

high levels of uranium. Some popular brands contain 11 times as much radioactivity as American cigarettes. It gives a whole new meaning to the term "lighting up".

Oxford calling

■ John Flemming, the energetic chief economist of Jacques Attali's European Bank for Reconstruction and Development, is not the first to jump ship. But he is the most senior, and his planned return to a less turbulent academic life will leave a nasty hole at the top of the two-year-old institution.

Flemming's decision to join the EBRD less than two years ago did much to establish its credibility in the City. He had been number four in the Bank of England hierarchy and during his six years as chief economist had done much to increase the Bank's standing in the economics profession.

Admittedly, his departure from the EBRD is still some way off. But it sounds as if the 51-year-old economist is going to be the next warden of Wadham College, Oxford.

Statistician Sir Claus Moser, who has been warden since 1984, will reach the normal retirement age of 70 in a few months time, and a straw poll of dons has already decided in Flemming's favour. A formal election will take place during the coming academic year and Flemming could be in his new job by October 1993.

Flemming - one of the UK's brainiest economists - was an undergraduate at Trinity College, has studied and taught at Nuffield and Oriel, and still lives in Oxford.

Given that Wadham is not one of the richer Oxford colleges, Flemming is likely to spend a good deal of his time on the fund-raising for the college and free-lancing on his own account.

Taking flight

■ Some listeners to the test transmissions for Classic FM, the UK's first commercial classical music station, appear to have become hooked on birdsong.

They have begun writing to the station worried that they will no longer be able to hear nightingales singing in Berkeley Square, or anywhere else for that matter, after the September 7 launch. Inmates of Her Majesty's prisons, who spend a lot of time thinking about birds, have been requesting tapes and the news desk of the East End independent newspaper in Glasgow plays it all the time to calm tattered nerves.

Chain reaction

■ It seems unfair that John Major should have attracted so much scorn for saying that he intends to make sterling the anchor of the ERM. An anchor is, after all, a device designed to be attached to the bottom.



"He's taken steroids to watch the whole Olympics"

high levels of uranium. Some popular brands contain 11 times as much radioactivity as American cigarettes.

It gives a whole new meaning to the term "lighting up".

Oxford calling

■ Senior executives at Companies House, the government's company information agency, were caught on the hop last Friday by a one-day strike in reaction to plans to shed up to 80 of the 1,150 staff.

During previous strikes, they have tried to keep operating normally using tactics such as cancelling all holiday leave. That might have helped this time except for one problem: the chief executive had already gone on holiday.

Bright light

■ Did you know that smoking one pack a day of Brazilian cigarettes provides the equivalent radiation dose to two chest X-rays?

The Physics Institute of São Paulo University has discovered that fertilisers used in the cultivation of Brazilian tobacco contain dangerously

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Business rate fuels inflation

From Dr Razzaq Sally.

Sir, Before we are carried away on the wings of City euphoria in the wake of the ICI announcement ("ICI sets out radical plan to split its operations", July 31), it may be instructive to compare ICI with the international chemical industry's pace-setters, Hoechst, Bayer and BASF. For them, the argument - used by Sir Denis Henderson, ICI's chairman, to justify the demerger - of having separate technologies catering for discrete, bounded product lines, is spurious. They are intent on reaping economies of scope (the diffusion of management expertise and vocational skills, across broad product ranges and production processes). They also seek scale to leverage competitive advantage.

There is little evidence of their diversifying into unrepresented product areas; rather they penetrate the spectrum of the chemical sector, with the crucial proviso that relevant organisational capabilities and massive financial resources be seen through to successful product commercialisation.

Also of prime importance to them is to build up long-term, stable and solid relationships with a range of "stakeholders".

not only Mittelstand suppliers

and clients, but also unions,

works councils, chambers of commerce, universities,

research institutes, trade associations and public authorities.

Such links are a means of

reducing "transaction costs"

(to use the economic jargon)

in creating and improving advantage,

particularly in upgrading

human capital within the firm

and in diffusing technology.

Hoechst, Bayer and BASF have

organisational capacities and

financial resources to add

value across the span of the

chemical sector, and they are

embedded as science-based

manufacturing firms in the

conducive environment of

Germany's social market economy.

ICI's financial weakness has

led it to a strategic change of

direction that is heavily reliant

on short-term, reductionist

financial criteria. Given its

current competitive problems,

the decision taken may well be

the least-worst option available

for the longer term.

Finally, one has to bear in

mind the external constraints

of this policy choice: share-

holder pressure and a British

home base that leaves much to

be desired for technology-

driven large industrial firms.

Razzaq Sally,

research associate,

INSEAD,

Boulevard de Constance,

77305 Fontainebleau Cedex,

France

value

across

the

span

of

the

chemical

sector

and

they

are

embedded

as

science-based

manufacturing firms in the

conducive

environment of

Germany's

social

market

economy.

value

across

the

span

of

the

chemical

sector

and

they

Violence tops agenda in S Africa

Michael Holman and Philip Gavith assess the ANC's week of protest

SOUTH AFRICA'S week of protest came to a subdued conclusion over the weekend, overtaken by the prospect of a United Nations observer mission to the country and a call for a thorough investigation into the security forces.

The disclosure that Mr Nelson Mandela, leader of the African National Congress, spoke to President F.W. de Klerk by telephone on Friday - the first direct communication between the two men for weeks - fuelled speculation that an early resumption of the stalled constitutional negotiations was likely.

Whether the week of protest played a significant part in bringing the two parties together is debatable. An ANC official said yesterday that the two-day general strike on Monday and Tuesday and marches during the rest of the week had strengthened the ANC's hand.

But if the objective was to force Mr de Klerk to concede to the early implementation of measures leading to majority rule, there is little evidence of success. Government ministers continue to talk in terms of power sharing

- a concept which envisages guaranteed minority representation at all levels of government.

In the meantime, the need to curb political violence remains a critical issue. The judge leading South Africa's official inquiry into township killings has called for a full-scale investigation of the country's security forces and the military wings of political organisations.

In a weekend statement, Mr Justice Goldstone urged the government to act on recommendations made by Mr Boutros Ghali, UN secretary-general, in his report to the Security Council on Friday. Mr Boutros Ghali proposed that about 30 UN observers be stationed in South Africa to help curb political violence.

For some years, Justice Goldstone said, "there had been widespread and serious allegations" about the unlawful activities of the South African army and police, as well as the guerrilla wing of the ANC and the police force of the KwaZulu homeland.

Piecemeal investigations will do no more than "scratch the surface of the widespread percep-

tions which make all of these agencies the object of mistrust, distrust and suspicion".

Turning specifically to the South African Defence Force and police force, the judge said, unless they were "fully investigated by a neutral and reliable body, they will have no prospect of receiving the trust, confidence and co-operation of the South African public".

The police investigation of the Boipatong massacre in June was criticised last month by a British criminal expert to the Goldstone commission. This was followed by allegations from a prominent pathologist that police brutality had been responsible for scores of the deaths in custody that he had investigated.

The judge also noted that the continued existence of the ANC's guerrilla wing had been a cause of complaint, especially from Chief Mangosuthu Buthelezi's Inkatha Freedom party.

At the same time, commented the judge, the activities of the KwaZulu police force had come under question. "It is widely per-

ceived to be a force acting as the arm of the IFP."

In short, he concluded: "The commission believes that, if it is not able to investigate fully the operations of these agencies, it will not be able to carry out its mandate of making recommendations for curbing the violence."

The judge also raised the possibility of offering an amnesty to members of organisations allegedly involved in violence, saying this "would make the work of the commission more efficient and searching".

The grudging response of the police to criticism of their Boipatong investigation, and the truculent conduct of SADF counsel at the Goldstone commission, suggests that both parties remain reluctant to open their activities to detailed scrutiny.

Indeed, observers believe that without amnesty provisions, their co-operation will be difficult to obtain.

As for Mr Boutros Ghali's recommendation that UN observers should be sent to South Africa, Mr de Klerk has already made clear that he supports such a proposal in principle.



Share frenzy: Chinese police armed with cattle prods and batons were called in at the weekend to maintain order in Shenzhen, the country's main economic zone, as hundreds of thousands of investors flocked to apply for the right to buy shares on the city's infant stock exchange. At least one person was killed in the crush.

Details, Page 4

Games success

Continued from Page 1

achieved success. Of the 64 nations to win medals in Barcelona, the three Baltic states, Croatia and Slovenia have all scored victories.

Winning opportunities for smaller countries have improved with the demise of big players such as East Germany (112 medals in Seoul), Romania (down seven medals) and Bulgaria (down 20). The United Team won the most medals, but some 20 fewer than last time.

The triumphs of fledgling nations has overshadowed the bickering between the Catalan government, the socialist Madrid government and Barcelona City Council over who paid what for the Games. About \$10bn was spent on revitalising Barcelona for these two weeks and ticket sales have been so high the organisers are predicting a \$6m profit.

Needless to say, there will be a price for all the energy spent.

Economic growth in Catalonia, like the rest of Spain, is slowing sharply. The entire country knows that the next two years are going to demand great sacrifices as Madrid struggles to keep growth above 2 per cent and curb its runaway public deficits.

Although Spain will bask in the afterglow of the Olympics for some time, the end of the 1992 Games marks the end of Spain's honeymoon as a democracy and as an economic

UK paper recycling measures undermined by cheap imports

By John Thornhill

THE UK's capacity to recycle waste paper is being severely eroded by German environmental initiatives, making it unlikely that the industry will ever meet targets laid down by the British government, according to senior industry figures.

A glut of cheap recycled card-board boxes from Germany, stemming from its massive national recycling initiative, has undercut UK prices by as much as 15 per cent, rendering many recycling initiatives unprofitable and leading to the collapse of several waste-collection companies.

Recycling rates for paper in the UK are dropping from a high last year of 34 per cent. This year, recycling capacity for corrugated board has been cut by 157,000 tonnes, 10 per cent of the sector's total.

Needless to say, there will be a price for all the energy spent.

Economic growth in Catalonia, like the rest of Spain, is slowing sharply. The entire country knows that the next two years are going to demand great sacrifices as Madrid struggles to keep growth above 2 per cent and curb its runaway public deficits.

Although Spain will bask in the afterglow of the Olympics for some time, the end of the 1992 Games marks the end of Spain's honeymoon as a democracy and as an economic

sector. The newsprint sector has also come under pressure as a result of cheap Canadian imports. Overall, the UK recycles 3m tonnes of waste paper a year.

The British Paper and Board Industry Federation said: "The increase in consumption of waste paper has been at a lower rate than the overall increase in paper and board consumption in the first two quarters of 1992."

This is the first time that such a trend has occurred for many, many years. It is an alarming statistic."

Mr Peter Williams, chief executive of David S Smith, the UK's biggest waste paper collector and recycler, said the situation in the paper packaging sector had now reached "crisis proportions".

In the absence of government intervention, he suggested the UK paper industry would never achieve the recycling targets laid

out in the UK's 1990 environment policy paper, let alone those proposed in the European Commission directive on packaging waste, which was released last month.

This stipulated that 60 per cent of every class of packaging material should be recycled within 10 years of the directive's implementation.

The UK government is currently studying a consultant's report into the most effective means of applying economic incentives to stimulate greater rates of recycling.

But, unless such measures are introduced quickly, the paper industry fears it will become increasingly difficult to recover ground lost to other European countries, which have moved much faster and further in introducing environmental legislation.

West split over intervention in Bosnia

Continued from Page 1

particularly from Governor Bill Clinton, his Democrat presidential opponent, that he was reacting too cautiously in the face of a human tragedy.

"In informing the American people step-by-step is not good enough, well, I'm guilty," said Mr Bush. "I'm getting sniped at

politically, but I will not make one decision based on American politics."

With the television networks, however, constantly replaying film of the emaciated residents of Serbian detention camps - evocations of the Holocaust in the Second World War - and the weight of opinion in yesterday's newspapers coming down in

favour of US action. Mr Bush is in increasing danger of looking as inept internationally as his opponents claim that he is domestically.

A public opinion poll published by Newsweek showed that 53 per cent of Americans would favour a US lead in seeking the use of UN-backed air strikes against Serbian positions.

World Weather	Bogotá	C 23	T 73	Frankfurt	S 26	T 91	Madrid	S 27	T 81	Malaga	S 29	T 84	Oslo	S 15	T 59	Toronto	F 24	T 75		
Algeria	F 35	T 77	Budapest	S 34	T 93	Geneva	S 31	T 88	Gibraltar	S 28	T 82	Malta	S 30	T 84	Paris	S 28	T 77	Toronto	F 30	T 65
Amsterdam	S 28	T 82	Buenos Aires	S 13	T 88	London	S 12	T 85	Madrid	S 29	T 84	Montevideo	S 29	T 84	Prague	S 29	T 84	Toronto	F 30	T 64
Athens	S 34	T 83	Caracas	S 14	T 85	Hong Kong	-	-	Melbourne	F 12	T 84	Reykjavik	F 12	T 84	Vienna	S 29	T 84	Toronto	F 30	T 64
Bangkok	S 30	T 88	Copenhagen	S 23	T 83	Innsbruck	S 23	T 91	Mexico City	C 24	T 75	Rhodes	S 29	T 84	Venice	S 31	T 88	Toronto	F 30	T 65
Barcelona	F 34	T 83	Chicago	F 21	T 73	Interlaken	S 29	T 84	Montevideo	S 24	T 84	Rome	S 33	T 81	Stockholm	S 33	T 81	Toronto	F 30	T 65
Berlin	S 28	T 82	Copenhagen	S 26	T 82	Isle of Man	S 21	T 84	Montevideo	S 18	T 84	Rome	S 33	T 81	Stockholm	S 33	T 81	Toronto	F 30	T 65
Besançon	F 15	T 89	Dakar	S 26	T 85	Jakarta	S 31	T 88	Moscow	S 22	T 72	St Francisco	S 14	T 87	Zurich	S 33	T 81	Toronto	F 30	T 65
Bogotá	S 35	T 85	Dubrovnik	S 26	T 85	Kuala Lumpur	S 26	T 85	Monaco	S 22	T 72	Stockholm	S 29	T 84	Zurich	S 33	T 81	Toronto	F 30	T 65
Buenos Aires	F 30	T 85	Dubrovnik	S 26	T 85	Lisbon	S 26	T 85	Nairobi	F 33	T 91	Stockholm	F 21	T 76	Temperatures at midday	S 33	T 81	Toronto	F 30	T 65
Burma	F 30	T 85	Edinburgh	S 26	T 85	London	C 17	T 83	Nezuak	C 33	T 81	Stockholm	S 21	T 76	Temperatures at midday	S 33	T 81	Toronto	F 30	T 65
Burma	F 30	T 85	Edinburgh	S 26	T 85	London	C 17	T 83	New Delhi	C 23	T 88	Stockholm	S 21	T 76	Temperatures at midday	S 33	T 81	Toronto	F 30	T 65
Bombay	F 30	T 85	Faro	S 26	T 77	Los Angeles	C 12	T 83	New Delhi	C 23	T 88	Toronto	F 24	T 83	Toronto	S 33	T 81	Toronto	F 30	T 65
Bordeaux	F 16	T 61	Florence	S 36	T 87	Madrid	F 22	T 72	Nicaragua	S 33	T 91	Toronto	S 32	T 80	Toronto	S 33	T 81	Toronto	F 30	T 65

1. Night GMT temperatures

C - Cloudy Dr - Drizzle

F - Fog Pg - Fog

H - Hail R - Rain S - Snow

S - Sheet S - Snow

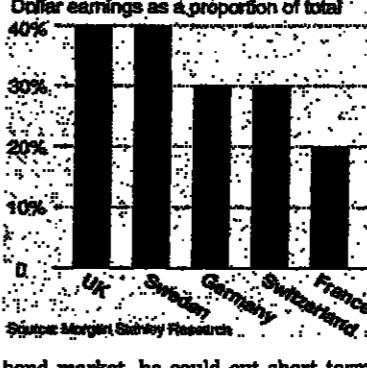
T - Thunder

THE LEX COLUMN

Loss in translation

Corporate earnings

Corporate earnings as a proportion of total



eventually fall to almost nothing. Investing at the long-end not only fits with their liability schedules. It is also the point on the maturity spectrum best insulated from the turmoil that would follow any increase in base rates.

Yet these same investors also have to consider that, despite the market's frenzied optimism in the immediate aftermath of the election, the total return on gilts bought at the April auction has barely exceeded that on cash. Doubtless they would be quick to redirect their attention to equities at the first sign of real life in that market. The hope must be that the same factor which eventually revives shares will also rekindle the enthusiasm of foreign investors for gilts. A devaluation will hardly fit the bill. Doubts on that score are liable to remain until after next month's French referendum on the Maastricht treaty. The Bank must be hoping they do not get strong enough to discourage domestic investors as well.

COMPANIES AND FINANCE

Forte's review likely to include board reshuffle

By Jane Fuller

FORTÉ, the hotels and restaurant group whose shares have recently been under pressure in the stock market, is reviewing the make-up of its board, including the chairman, of its octogenarian chairman Lord Forte.

Although the City has been concerned about the poor performance of the hotel business during the recession and the failure to sell the contract catering arm, it is understood that the review stems from the group's efforts to refocus its activities and the age profile of the directors.

Options include the possible elevation of Lord Forte to the position of president, a post now held by former chairman Lord Thorneycroft. Lord Forte's son Rocco, who runs the business as chief executive, would then either become

chairman or the role would be made non-executive.

If he complies with the trend towards separating the roles of chairman and chief executive, a new number two position of chief operating officer may be created. Mr Alan Hearn, managing director of the hotels division, is one of the potential internal candidates.

The management review, which also penetrates below board level to tackle such questions as whether each division needs its own headquarters, coincides with Forte's effort to focus on hotels, restaurants and continental expansion. It also fits in with measures to reduce gearing and cut costs.

The downgrading of profit forecasts and the diminishing of the group's previously high stock market rating have sent the share price to less than 140p, compared with a 12-

month high of 222p. One of the themes of the review would be to replace the old guard with new blood, particularly at the non-executive level. The current four include Mr Eric Hartwell and Mr Donald Durban, both of whom are retired executives of the group whose careers with Forte go back to the late 1930s.

Sir Charles Hardie, a deputy chairman, has been a director since 1970, and the latest addition on the non-executive side is Sir David McNee, who has served nine years.

Among the 10 executive directors, a couple of approaching retirements and the proposed sale of the Gardner Merchant contract catering business will offer scope for streamlining the structure under Rocco. One possible new appointment might be Mr Tony Monnickendam, head of the restaurant division.

Smith New Court survey shows enthusiasm remains for bonds

By Vanessa Houlder

INVESTMENT managers remain more enthusiastic about bonds than equities, according to a survey by Gallup, the research group for Smith New Court, the broker.

The survey of 97 institutions, which manage funds worth £247bn, found that confidence in most equity markets' prospects over the coming year has slackened.

Fund managers are also cautious about the short-term prospects for equities, with the exception of the UK market.

On balance, fund managers intend to reduce their exposure to US equities and increase

their weightings of UK, other European and Japanese shares, although their enthusiasm for UK and other European equities has fallen.

Investors' enthusiasm for bonds is particularly directed towards overseas markets. UK gilts generally remain in favour, but support for index-linked gilts has waned.

The institutions are cautious about the UK economy's prospects of recovery in 1993. Almost one in five managers expect no improvement in the economic conditions by this time next year, and one in ten expect economic conditions to worsen.

Investors have downgraded their expectations of earnings per share growth to 5 per cent in 1992 and 9 per cent in 1993.

They expect base rates to fall by only 1 per cent to 9 per cent and gilt yields to 8.7 per cent in 12 months time.

However, investors' expectations about inflation have improved. Their forecast of 3.1 per cent growth in the retail price index in 1993 compares with 3.5 per cent in the last survey.

The survey found that support for the UK's membership of the Exchange Rate Mechanism has not changed over the last 18 months, with 72 per cent of respondents in favour and 22 per cent against.

Investors have downgraded their expectations of earnings per share growth to 5 per cent in 1992 and 9 per cent in 1993.

Aberfoyle into administration

Aberfoyle Holdings, the agriculture and security products group, is being placed into administration and had its shares suspended at 2 1/2p last Friday.

The majority of operations are in Zimbabwe. The company said its financial position had "deteriorated to the point where it had insufficient sterling funds to enable it to continue to trade".

Last November a group of dissident shareholders won control of the board, and promised to put the company back on its feet.

But Mr Kojo Owusu-Nyanteky, one of the dissidents and now a member of the board, and whose private company Crescent Africa holds a 26 per cent stake said at the week-end: "This was all foreseen last year. The cost cutting exercise was not enough. I am very disappointed".

Ewart launches attack on challenger's motives

By Jane Fuller

THE BOARD of Ewart, the Belfast-based property company where the largest shareholder has challenged the position of four directors, yesterday accused of trying to gain effective control with out making an offer.

The shareholder is Monarch Properties, a private Dublin-based property concern owning 29.2 per cent of Ewart.

It has requisitioned an egg for September 4 in Belfast seeking the removal of four Ewart directors and the appointment of two of its nominees.

Mr Philip Monahan, who heads Monarch and is already on Ewart's board, would become its deputy chairman if the changes went ahead.

In rejecting the proposals, Mr Derek Tugman, chairman of Ewart, alleged that Monarch

was heavily borrowed, had a high-risk strategy and would try to push its assets into Ewart.

According to Mr Tugman, past attempts to get Ewart to buy Monarch assets included a stud farm near Mr Monahan's residence.

Mr Monahan also wrote to Ewart shareholders at the weekend. He said the company was misguided "to eschew all involvement in Southern Ireland".

He also strongly defended Monarch's record - stressing the avoidance of speculative development - and described its financial position as robust.

He said Monarch had no plans to switch assets between the two companies, but this would not be ruled out. Any such moves would have to comply with the takeover code and stock exchange rules.

Citicorp would have the option of converting the preferred stock to common shares at an earlier date, and the terms of the conversion could vary depending on the price of the bank's common shares.

Airline workers in a spin over merger

Bernard Simon looks at the proposed link between two troubled Canadian carriers

It takes a lot for unionised workers in Canada to admit that they would rather see their employer fall into the arms of a US company than another Canadian one. But the crew on a Canadian Airlines international flight from Vancouver to Toronto last week had no doubt that they would have preferred the deal which their carrier had just aborted with American Airlines than the merger which it is negotiating with its arch-rival, Air Canada.

"It's just terrible," was the comment of one stewardess. The crew on that flight are not alone in fearing that the proposed merger of Canada's two main airlines will exact a high price. For the two carriers' entire 35,000-strong workforce, thousands of lay-offs are almost certain as a single airline moves to eliminate overlap and chop operating costs.

Consumer groups are worried that a single national airline - which has been nicknamed Mapleflot - will result in stiffer fares and slacker service. Even shopkeepers at the country's main airports are nervous that fewer flights through fewer terminals could mean less business for them.

The proposed merger, which in practice is likely to amount to a takeover by Air Canada, shows signs of inflaming ever-smouldering regional jealousies between western Canada and Quebec. Residents of Calgary, where PWA Corp, Canadian Airlines' parent company, has its head office, fret that their city will end up having to make a much bigger sacrifice in jobs than Montreal, Air Canada's home town. With such a variety of constituencies



Boeing's belonging to Canadian Airlines at Pearson Airport, Toronto

needed to consummate the deal with American Airlines, or to continue flying on its own. The requests ranged from lower fuel taxes, a perennial complaint of Canadian carriers, to loan guarantees.

It has been obvious since the recession started that Air Canada and Canadian Airlines could not survive in their present form. Although both have valuable domestic and international routes, neither is big enough to compete against the emerging behemoths of world aviation.

The government nudged PWA into Air Canada's embrace last month when it refused to provide the financial backing which the Calgary company claimed that it

1992 PWA hoped to fly out of the clouds by forging an alliance with American Airlines. The US airline would have acquired a 25 per cent equity stake and, equally important, would have shared many of its facilities and funnelled Canadian passengers into its US routes.

Air Canada strenuously objected to its rival's strategy on the grounds that it would open the door of the domestic airline industry to a powerful and unstoppable US carrier.

The Montreal-based airline vowed to do everything possible to block the Canadian-American link, even though it was having talks with US Air of Pittsburgh. US Air last month agreed to far more

Pressure grows over NY Daily News future

By Nikki Tait in New York

THE FUTURE of the New York Daily News, the cash-strapped tabloid newspaper, could become clearer this week as the intricate negotiations over its future ownership come to a head.

Last week, the judge overseeing the paper's bankruptcy proceedings, set a deadline of August 17 as the time by which the paper must submit a reorganisation plan. In reality, however, this means there is intense pressure on management and unions to select one of three suitors in the next few days and move to close a deal next week.

Over the weekend, there were unconfirmed reports that the bidders were asked to have final offers on the table by this afternoon, an extension from Saturday night. The bidders include Mr Mortimer Zuckerman, owner of US News and World Report magazine, Mr Conrad Black, publisher of the Daily Telegraph in London, and a so-called "stand-alone" plan under which Silver Screen, a group of film financiers would join forces with the management.

The Daily News filed for protection from its creditors under Chapter 11 of the US Bankruptcy Code in November, following the sudden death of Mr Robert Maxwell, the British publisher and its owner.

CITICORP, the largest US commercial bank, is planning to raise \$650m of new capital via the sale of preferred equity redemption cumulative stock (Percs).

Percs are a form of quasi-equity devised by Morgan Stanley, and offer a higher yield to investors than ordinary shares.

They gained popularity last year, with previous issuers including the likes of K mart, Sears, Roebuck and General Motors.

Under the terms of the Citicorp stock sale, which will take the form of a public offering of 32.5m depositary shares, buyers of the Percs will receive a dividend on their stock for up to three years.

He also strongly defended Monarch's record - stressing the avoidance of speculative development - and described its financial position as robust.

He said Monarch had no plans to switch assets between the two companies, but this would not be ruled out. Any such moves would have to comply with the takeover code and stock exchange rules.

Awaiting Sid's return to market

Maggie Urry on the argument for flexibility in the listing rules

IT HAS been a dismal summer for companies seeking a stock exchange listing. Many of those that have come forward have seen their hopes of a good price and a well-received issue dashed, while some planned for the autumn have already been postponed.

The blame has been laid on the lack of interest from private investors - collectively known as "Sid" ever since the British Gas privatisation marketing campaign in 1986.

Once a regular feature of new issues, the small investor who "staged" issues, applying in the hope of making a quick profit, appears to have gone.

Has Sid vanished for ever or is he simply avoiding new issues because of the gloomy stock market background?

Has Sid gone for good then the exchange might as well change the rules for new issues so that they can be sold directly to the final holders. But it would be politically difficult for the exchange to abandon the private investor given the Government's policy of widening share ownership.

Ironically the privatisation programme, which was used to promote share ownership through low pricing and incentives to buy shares, is partly blamed for Sid's lack of interest in recent years.

The Daily News filed for protection from its creditors under Chapter 11 of the US Bankruptcy Code in November, following the sudden death of Mr Robert Maxwell, the British publisher and its owner.

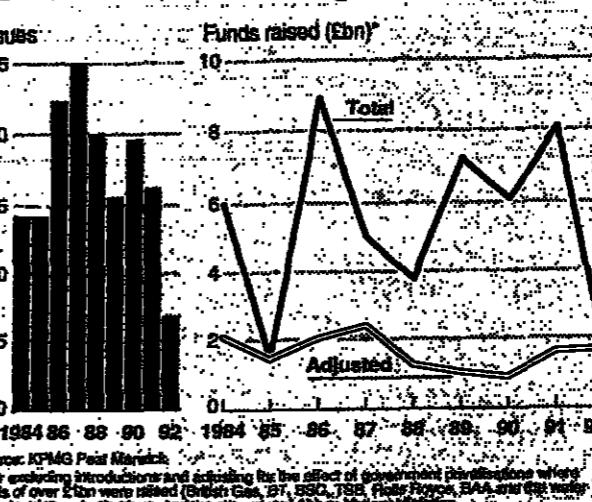
The paper's popularity last year, with previous issuers including the likes of K mart, Sears, Roebuck and General Motors.

Under the terms of the Citicorp stock sale, which will take the form of a public offering of 32.5m depositary shares, buyers of the Percs will receive a dividend on their stock for up to three years.

He also strongly defended Monarch's record - stressing the avoidance of speculative development - and described its financial position as robust.

He said Monarch had no plans to switch assets between the two companies, but this would not be ruled out. Any such moves would have to comply with the takeover code and stock exchange rules.

London Stock Exchange



Source: KPMG Peat Marwick. After excluding introductions and adjusting for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

After excluding introductions and allowing for the effect of exchange rate movements, where applicable, and allowing for the effect of the introduction of the Alternative Investment Market.

INTERNATIONAL CAPITAL MARKETS

UK GILTS

Auction statement ends speculation on full funding

THE BANK of England's announcement last week that it is to hold a gilts auction on August 28 came as little surprise to the market.

It was in line with the Bank's unofficial schedule of an auction every two months. It did, however, end recent speculation that it may abandon the full fund rule as a means of easing monetary conditions. The rule obliges the authorities to fund the government deficit in full by sales of debt outside the banking and building society sectors.

The market reacted favourably to the Bank's decision to issue long-dated stock with a 15-year maturity. This was both what traders expected and wanted, and they expect an auction of 8% per cent Treasury 2011.

Mr Michael Saunders, UK economist at Salomon Brothers, said: "The reason for issuing at the long end is that

is where most of the demand has been recently. It has been the UK institutions - life assurance and pension funds - that have been the big buyers."

The Bank said the amount and terms of the auction would be announced on August 18 at 2.30 pm.

Although the latest monetary figures from the Bank show overseas demand for UK government stock picked up in June, the big increase this year in the amount of gilts issued has been absorbed mainly by domestic investors.

The long end remains attractive. The inflation outlook is still encouraging and domestic investors have more faith than overseas investors in the government's ability to stand firm against the clamour for devaluation.

Last week, the spectre of a no vote in the French referendum on ratifying the Maastricht

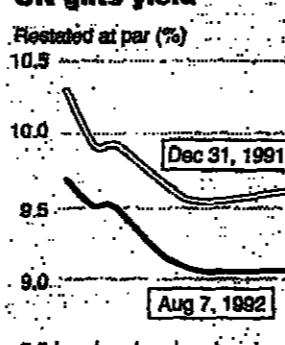
treaty cast a pall over all European bond markets. Gilt prices were also affected by sterling's weakness, although they ended mostly unchanged on the week.

This week traders expect prices to drift lower ahead of the auction on August 28, in spite of more good news on inflation. A string of statistics this week on the UK are forecast to show the real economy remains in recession, but that the battle against inflation continues to be successful.

The producer prices and retail prices indices are expected to show a further fall in the rate of inflation, as is a forecast drop in May's rise in annual average earnings to 6.25 per cent from 6.5 per cent.

• The gilts market paused for thought last week when the Treasury announced it was cutting National Savings interest rates, to avoid mortgage rate rises by building societies.

UK gilts yield



Source: Webney Securities

Although this means the government will have to sell more bonds to fund fully the public sector borrowing requirement, the decision had little impact on yields.

This is because the contribution of National Savings to funding is well ahead of the government's unofficial target of about 55bn for the year. Last month National Savings contributed £600m, bringing the total for the first four months of the financial year to about £2.1bn.

Analysts believe gilts sales will therefore have to be higher, but not significantly so.

Emma Tucker

US MONEY AND CREDIT

Jobs figures fail to indicate firm recovery

ALL WEEK the US bond market waited for the July jobs numbers. After they arrived on Friday morning, the yield on the benchmark 30-year bond fell to just 7.39 per cent, the lowest since early January.

The market's gloomy assessment of the economy's prospects came in sharp contrast to President Bush's rallying words from the White House. Where the president saw a nation "poised for a strong recovery", bond traders saw employment numbers inflated by temporary summer jobs. And where the president saw growth - "albeit anaemic" - the bond market saw only the inklings of any improvement.

The question then remains: will the Federal Reserve step in with yet another interest rate cut, and if so, when?

The job numbers looked acceptable at first glance. The unemployment rate edged down to 7.7 per cent last month from 7.8 per cent in June, and

non-farm payrolls climbed by 195,000 jobs - the largest monthly rise in two years.

As anticipated, payroll employment was lifted by 55,000, thanks to the federally funded summer jobs programme. The programme formed part of emergency legislation passed after the Los Angeles riots, and was designed to provide summer employment for economically disadvantaged people in their late teens and early twenties.

So most pundits expect the 75,000 jobs which showed up in the July employment report to fall out of the September figures. That did leave a more genuine 123,000 increase in employment last month. However, closer inspection of the figures also showed that this was concentrated exclusively in the service sector.

Any improvement is modest. As one analyst was quick to point out, the increase in private sector jobs during the past

two months has numbered less than 30,000. That is not the sort of advance which suggests a firm recovery is under way. Accordingly, bond prices, which had been yo-yoing for most of the week, rose fairly sharply on Friday. The long bond gained almost ½ of a point, and the yield dropped from Thursday's 7.45 per cent.

Whether such gloomy data prompts a new interest rate cut is a moot point. The corporate reporting season was presentable. Only certain problem sectors threw up bad numbers. Even General Motors last week announced reduced second-quarter losses, although it warned that the second half of 1992 would be tough.

Given the distortions to the July job figures and the limited signs of progress, it seems unlikely that anything will happen in a hurry. With auto sales excluded, the market is anticipating a modest advance, in the order of 0.5 per cent.

"We do not expect any major monetary policy changes to be implemented between now and

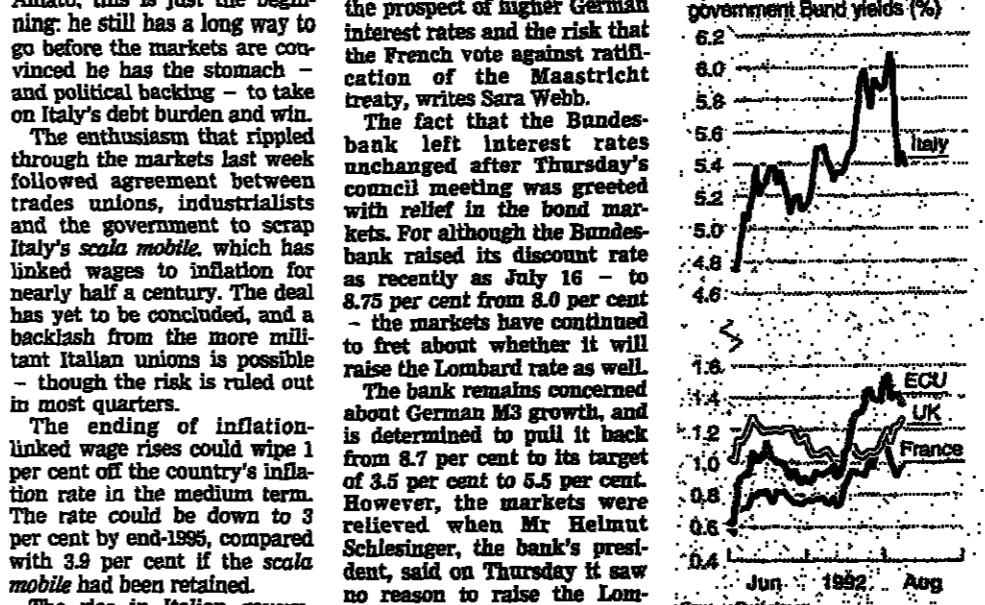
Nikki Tait

ITALIAN BONDS

Amato still has a long way to go

EUROPEAN BONDS

European bond yields



Source: Datastream

Amato still has a long way to go

Europe's government bond markets have two concerns: the prospect of higher German interest rates and the risk that the French vote against ratification of the Maastricht treaty, writes Sarah Webb.

The enthusiasm that rippled through the markets last week followed agreement between trade unions, industrialists and the government to scrap Italy's *scala mobile*, which has linked wages to inflation for nearly half a century. The deal has yet to be concluded, and a backlash from the more militant Italian unions is possible

- though the risk is ruled out in most quarters.

The ending of inflation-linked wage rises could wipe 1 per cent off the country's inflation rate in the medium term.

The rate could be down to 3 per cent by end-1995, compared with 3.9 per cent if the *scala* mobile had been retained.

The rise in Italian government bonds last week was nearly as extravagant as the praise from the pundits. The gross yield on 10-year BTPs fell to 13.45 per cent from 14.14 per cent a week before.

The advance was spurred by the Bank of Italy's 0.5 point cut in the discount rate to 13.25 per cent, reversing in part two recent rises made to defend the lira. With public debt the size of Italy's though, every cut in interest rates helps. A full

point off rates would save the Italian Treasury nearly £15,000m a year - or around 10 per cent of this year's budget deficit. Mr Amato's credibility rests on his battle against that deficit. His emergency budget may have calmed

problems, foreign investors are unlikely to return in any numbers until the road to monetary union is cleared opening the way for the convergence of European bond yields.

However, while the main bond markets were encouraged by the news in Germany and France, the Nordic markets were hit by a sudden rise in Finnish interest rates. The Bank of Finland announced on Thursday it would raise its key tender rate to 16 per cent from 14.62 per cent from today in an attempt to stem the recent outflow of capital.

The news lifted Finnish yields immediately: that on the 11 per cent, seven-year government bond climbed to 12.7 per cent on Thursday, against 12.3 per cent the previous Friday. Swedish bond yields were also pushed up. However, after Finland announced economic measures on Thursday night to calm the markets, Nordic yields fell and the seven-year Finnish bond yield dropped to 12.52 per cent on Friday.

Richard Waters

Standard Chartered

Standard Chartered PLC

(Corporated with limited liability in England)

US\$400,000,000 Undated Primary Capital Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given that for the interest Determination period from 10th August, 1992 to 10th September, 1992 the Notes will carry interest at the rate of 3.6875 per cent per annum.

Interest accrued to 10th September, 1992 and payable on 11th January 1992 will amount to US\$31.75 per US\$10,000 Note and US\$317.53 per US\$100,000 Note.

Chartered WestLB Limited
Agent Bank

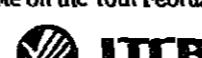
DAEWOO CORPORATION
US \$175,000,000
Floating Rate Notes 1995

(Coupon No. 11)

Pursuant to Note conditions, notice is hereby given that for the interest period 10th August 1992 to 10th February 1993 (184 days), an interest rate of 5 1/4 per cent, per annum, will apply (minimum rate condition).

Amount per coupon (No. 11) = US \$2,683.33

Payable on the 10th February 1993



THE LONG-TERM CREDIT BANK OF JAPAN, LTD.
London Branch
AGENT BANK

Market Myths and Duff Forecasts for 1992

The recession is over, stockmarkets are in a bull trend, the US dollar will continue to recover. You did NOT read that in *FullerMoney*

Call Jane Forbush for a sample issue (once only)

Tel: London 71-439 4566 (07) in UK or Fax: 71-439 4566

LEGAL NOTICE

Notice of Creditors Meeting

THE CROWN HOTEL

(ARCHITECTURAL LIMITED)

(Joint Administrators Receiver Appointed)

NOTICE IS HEREBY GIVEN, pursuant to

Section 43 of the Insolvency Act 1986, that

the creditors meeting will be held at

The Crown Hotel, Colmore Row,

Birmingham B3 2PU on 26 August 1992

at 2.00 pm for the purpose of

considering the accounts of the

Joint Administrators and

considering the proposed

arrangement for the payment of

the debts and expenses of the

company.

NOTICE IS HEREBY GIVEN, pursuant to

Section 43 of the Insolvency Act 1986,

that a creditors meeting will be held at

The Crown Hotel, Colmore Row,

Birmingham B3 2PU on 26 August 1992

at 2.00 pm for the purpose of

considering the accounts of the

Joint Administrators and

considering the proposed

arrangement for the payment of

the debts and expenses of the

company.

NOTICE IS HEREBY GIVEN, pursuant to

Section 43 of the Insolvency Act 1986,

that a creditors meeting will be held at

The Crown Hotel, Colmore Row,

Birmingham B3 2PU on 26 August 1992

at 2.00 pm for the purpose of

considering the accounts of the

Joint Administrators and

considering the proposed

arrangement for the payment of

the debts and expenses of the

company.

NOTICE IS HEREBY GIVEN, pursuant to

Section 43 of the Insolvency Act 1986,

that a creditors meeting will be held at

The Crown Hotel, Colmore Row,

Birmingham B3 2PU on 26 August 1992

at 2.00 pm for the purpose of

considering the accounts of the

Joint Administrators and

considering the proposed

arrangement for the payment of

the debts and expenses of the

company.

NOTICE IS HEREBY GIVEN, pursuant to

Section 43 of the Insolvency Act 1986,

that a creditors meeting will be held at

The Crown Hotel, Colmore Row,

Birmingham B3 2PU on 26 August 1992

at 2.00 pm for the purpose of

considering the accounts of the

Joint Administrators and

considering the proposed

arrangement for the payment of

the debts and expenses of the

company.

NOTICE IS HEREBY GIVEN, pursuant to

Section 43 of the Insolvency Act 1986,

that a creditors meeting will be held at

The Crown Hotel, Colmore Row,

Birmingham B3 2PU on 26 August 1992

at 2.00 pm for the purpose of</div

way to go

UK COMPANIES

TODAY
BOARD MEETINGS:Interims:
New Ireland

Takata

TOMORROW
COMPANY MEETINGS:Associated Nursing
Services, 12 Pargette Road,

Battersea, S.W. 12.00

Castles, Forts Posthouse

Hotel, Chapel Lane, Great

Barr, Birmingham, West

Midlands, 3.30

Equity Consrv Inv. Trust,

Five Arrows House, St.

Swithin's Lane, E.C. 10.00

Evans of Leeds, Millgate

Ring Road, Beeston, Leeds,

12.00

NORWEB, The G-Max

Ceire, Manchester, 10.30

Walpac, Smith New Court

House, 20 Farringdon Road,

E.C. 10.00

BOARD MEETINGS:

Finals:
Armitage Brothers

Barneys

Crown Eyeglass

Howard Hidge

Newmark (Lowe)

Remmors

Interims:
General Accident

Kinta Kellie

Kleinwort D'saas, Inv.

Manchester Ship Canal

10.30

Metal Bulletin
Newmarket Venture Cap.

Reyen

Saatchi & Saatchi

WEDNESDAY AUGUST 12
COMPANY MEETINGS:

Jones & Shipman

Narborough Road South,

Leicester, 2.00

Mountview Estates, Hotel

Russell, Russell Square,

11.00

Savera Trent, The Int'l.

Conference Centre, Broad

Street, Birmingham, 11.00

BOARD MEETINGS:

Finals:
Brandon Hire

Standard Platform

Interims:
Associated Fisheries

Bansons Crepes

Commercial Union

Hiscook Williams

Moordiel Estates

Nichols (J.N.) Vinto

North Midland Const.

Queens Moat Houses

Richardsons Westgarth

Tutlow Oil

Ward Hidge.

THURSDAY AUGUST 13
COMPANY MEETINGS:

Banner Homes, The

Chequers Hotel, Kiln Lane,

Wooburn Common, Bucks,

10.30

Bulgin (A.F.), Bypass Road,
Buckingham, 3.00

Somlo, The Clifton Arms

Hotel, West Beach, Lytham,

12.00

Stonehill Hidge, The

Grosvenor House Hotel, 86

Park Lane, W. 3.00

BOARD MEETINGS:

Interims:
Avshire Metal Products

Blaenau Inds.

Foreign & Colonial Inv.

Glynwed Inds.

Johnson Group Cleaners

Royal Incs.

FRIDAY AUGUST 14
COMPANY MEETINGS:

Blimex Inds., The National

Motorcycle Museum

Coventry Road, Bickenhall,

Salford, West Midlands,

12.00

Kewill Systems, Ashley

House, 20-32 Church Street,

Walton-on-Thames, Surrey,

10.00

BOARD MEETINGS:

Interims:
Foreign & Colonial

Enterprise Fst.

LTI Hidge.

Thailand Int'l. Fd.

Company meetings are
annual general meetings
unless otherwise stated.

ECONOMICS

Few signs yet of UK upturn

ECONOMIC news in the UK gathers pace this week with data on inflation, manufacturing output, unemployment and credit business. The figures are not expected to be particularly encouraging, so pressure on the government to find a way of easing conditions looks set to continue.

Official figures on Thursday are forecast to show that output was flat in June. This follows the latest Confederation of British Industry quarterly survey, which indicated that the number of firms expecting higher output over the next four months fell sharply in July compared with May.

The Central Statistical Office's index of manufacturing output rose for three consecutive months at the beginning of the year, leading suggestions that manufacturing output had "bottomed out" in the first quarter - but disappointed expectations by falling in April and May.

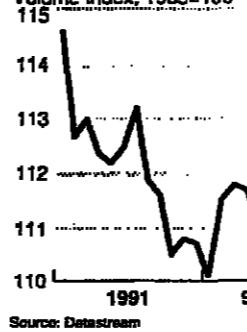
Unemployment figures are expected to show another rise, although in June the jobless total rose by a smaller than expected 7,000. The small drop was probably erratic, as there are few signs in the real economy to suggest that such a slowdown in unemployment growth is sustainable.

The following include some of the other economic highlights of the week, with the median of economists' forecasts in brackets from MMS International, a financial information company.

Thursday: US, July retail sales (up 0.3 per cent), excluding

UK Manufacturing output

Volume Index, 1985=100



Source: Datastream

TODAY: UK, June credit business (23m net repayment), Canada, June car sales (up 0.5 per cent).

TOMORROW: UK, July producer prices index, input flat (down 0.2 per cent), output (up 0.1 per cent on year), US, preliminary productivity, Canada, June unadjusted department store sales (down 1 per cent on year), July home starts (175,000), Japan, July capacity utilisation (78.5 per cent), June business inventories (up 0.3 per cent), Canada, July advance department store sales, UK, July retail price index (flat on month, up 4.1 per cent on year), excluding mortgage interest payments (up 4.8 per cent on year), Japan, June industrial production.

Wednesday: US, July producer prices index (up 0.1 per cent), excluding food and energy (up 0.2 per cent), June home completions, UK, Confederation of British Industry regional industrial trends survey.

Thursday: US, July retail sales (up 0.3 per cent), excluding

cars (up 0.5 per cent), July CPI (up 0.3 per cent), excluding food and energy (up 0.8 per cent), initial claims for week ended August 1 (450,000), car sales August 1-10 (6.5m), July rival earnings, money supply data for week ended August 3, July M1 (up 8.6bn), July M2 (down \$4.2bn), July M3 (down \$7.2bn), UK, July unemployment (up 25,000), June average earnings (up 6.25 per cent), June unit wage costs (up 2.1 per cent), June industrial production (down 0.2 per cent), June manufacturing output (flat on month, down 1.3 per cent on year), Spain, July CPI (up 1 per cent on month, up 5.9 per cent on year), Japan, July trade balance (\$9.2bn surplus), Australia, Q2 GDP (up 0.4 per cent on quarter).

Friday: US, July industrial production (up 0.2 per cent), July capacity utilisation (78.5 per cent), June business inventories (up 0.3 per cent), Canada, July advance department store sales, UK, July retail price index (flat on month, up 4.1 per cent on year), excluding mortgage interest payments (up 4.8 per cent on year), Japan, June industrial production.

During the week: Germany, June capital account, July wholesale prices index (down 0.1 per cent), Australia, June money supply data, Japan, July WPI (up 0.1 per cent on month, down 1.2 per cent on year).

Wednesday: US, July producer prices index (up 0.1 per cent), excluding food and energy (up 0.2 per cent), June home completions, UK, Confederation of British Industry regional industrial trends survey.

Thursday: US, July retail sales (up 0.3 per cent), excluding

Emma Tucker

RESULTS DUE

THREE of the biggest UK insurance companies will still be in the red when they report pre-tax losses for the first half of 1992 this week. But with rate increases in the home, motor and commercial insurance markets taking hold and companies avoiding the weather losses of recent years, there are some glints of light on the horizon.

General Accident, which reports tomorrow, is widely expected to do best with pre-tax losses cut to between £20m and £30m compared to a deficit of £105.2m at the same stage in 1991. GA may even have made a small profit in the second

quarter, according to some analysts.

Commercial Union, the most successful and aggressive UK insurer, is on Wednesday expected to report losses of around £30m, a deterioration on last year's £26.3m.

Royal Insurance, whose balance sheet is weakest, is on Thursday expected to register losses of between £70m and £100m, compared to a deficit of £97m last year.

Hanson, the Anglo-American conglomerate, is expected to report a significant fall in pre-tax profits for the nine months to June when it announces its results on Thursday. Pre-tax

profits are likely to have fallen from £96.7m to around £76.0m. However, last year's results were boosted by acquisition benefits. Net debt, which is US dollar-denominated, is expected to have fallen to £1.1bn because of the weakness of the dollar.

British Airways' first quarter figures tomorrow should reveal pre-tax profits of around £90m compared £9m a year earlier. The market will also be looking for news of progress on cost cutting, the recent deal to take a £750m stake in USAir and clues over the impact of price wars in the airline industry.

British Airways' first quarter figures tomorrow should reveal pre-tax profits of around £90m compared £9m a year earlier.

The market will also be looking for news of progress on cost cutting, the recent deal to take a £750m stake in USAir and clues over the impact of price wars in the airline industry.

CONFERENCES & EXHIBITIONS

AUGUST 20

BS7750

An evening session with Mike Gilbert from the BSI Environmental Initiative, looking at this new environmental management standard from a practical point of view. Venue: Science Research and Information Service. Cost: £15 + VAT. Contact: David DuBisson on 071 323 7470

SEPTEMBER 16

Retail Investments Regulation

The aim of the conference is to review retail regulation, how it will work in practice, the conduct of business in the new regime, commissions and approaches to training. Enquiries: Financial Times Tel: 071 925 2323 Fax: 071 925 3125

LONDON

SEPTEMBER 18

Working with Regulation

A one-day conference at the London School of Economics bringing together the regulators and the regulated from the fields of electricity, gas, water, aviation, telecommunications et al. Themes: European constraints; natural monopolies; quality of service; environmental concerns. Details: LSE Tel: 071 955 7227 Fax: 071 955 7676

LONDON

SEPTEMBER 21-22

The 1992 European Accountants' Forum

A seminar on GIS providing an added dimension for the information professional in the need to handle spatial data. It will be held during the International Library Technology Fair at the University of Hertfordshire. Contact: Jenny Perry, TPL Ltd. Tel: 071 251 5522 Fax: 071 490 4984

LONDON

SEPTEMBER 23-25

Introduction to Venture Capital

From generating deal flow to finding the right portfolio companies, the event will help you create a successful service policy and establish a realistic vision of consumer requirements. Contact: Catherine O'Reilly, Lafferty Conferences. Tel: (+353-1) 718022 Fax: (+353-1) 713594

LONDON

OCTOBER 13

What is The Future Of Road Transport?

The UK's first conference on NGVs NATURAL GAS VEHICLES - The Way Ahead to a Cleaner Environment. Church House Conference Centre, Westminster Telephone or fax David Sutler, CBA. Tel: 085 879119

LONDON

NOVEMBER 5-6

11th International Retail Banking Conference

"Leading the Service Revolution" Quality Service Management is the key to maximizing customer satisfaction. This conference will help you create a successful service policy and establish a realistic vision of consumer requirements. Contact: Catherine O'Reilly, Lafferty Conferences. Tel: (+353-1) 718022 Fax: (+353-1) 713594

LONDON

SEPTEMBER 24-25

Compet

WORLD STOCK MARKETS

FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available on FT Cityline, call 0891 123456. Calls charged at 38p/minute cheap rate and 48p/minute at all other times. To obtain your free Unit Trust Code Booklet call 071-925-2128

حكمة من الأهل

● Current Unit Trust prices are available on FT Cityline, call 0891 123456. Calls charged at 38p/minute cheap rate and 48p/minute at all other times. To obtain your free Unit Trust Code Booklet call 071-825-2128

FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available on FT Cityline, call 0691 123456. Calls charged at 35p/minute
cheaper rate and 45p/minute at all other times. To obtain your free Unit Trust Code Booklet call 071-925-2128

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES AND MONEY MARKETS

Sterling in limelight

STERLING will take the limelight in foreign currency trading this week as a batch of indicators shows whether there are any signs of an economic upturn in the UK, writes James Bixby.

UK clearing bank base lending rate 10 per cent from May 1, 1982

Analysts believe that there are significant risks that the pound will break new ground in its descent against the D-Mark in forthcoming days.

Last week's cut in interest rates on certain National Savings products unnerved sterling investors because it suggested to them that the government will not tighten monetary policy. July's fall in UK house prices also helped to bring sterling down to DM2.8247, its lowest point against the D-Mark since Britain joined the Exchange Rate Mechanism in October 1990.

A host of economic

indicators this week may underline sterling's fundamental weakness. Thursday will be the most important day, bringing the unemployment figures for July and the industrial production number for June, both of which are likely to show the economy slowing down. Friday's Retail Prices Index for July may bring some relief, showing that inflation is under control.

Two factors may help save the pound's fall. The first is the threat of intervention by the Bank of England, and many analysts believe that the authorities will be waiting in the wings if the pound falls below DM2.80.

Wednesday's weekly intervention by the Bundesbank in the German money market is also important. Although the threat of a Lombard rate rise has been put off, German call money is virtually at the Lombard rate level of 9.75 per cent. If the Bundesbank adds liquidity to the market, this may slow sterling's descent.

C IN NEW YORK

Aug 7	Close	Previous Close
1.9020	1.8900	1.9000
1.1100	1.1000	1.1100
3.0000	2.9500	3.2700
12.0000	11.7400	11.5000

Forward premium and discount apply to the US dollar

STERLING INDEX

Aug 7	Close	Previous Close
8.30	8.20	8.16
9.00	8.20	8.16
10.00	8.20	8.16
11.00	8.20	8.16
12.00	8.20	8.16

Forward premium and discount apply to the US dollar

CURRENCY MOVEMENTS

Aug 7	Bank of England	Moscow	Oslo
1.9020	1.8900	1.9000	1.8900
1.1100	1.1000	1.1100	1.1000
3.0000	2.9500	3.2700	3.2700
12.0000	11.7400	11.5000	11.5000

Forward premium and discount apply to the US dollar

CURRENCY RATES

Aug 7	Bank of England	Special	Central	Bank of	Bank of
1.9020	1.8900	1.9000	1.8900	1.9000	1.8900
1.1100	1.1000	1.1100	1.1000	1.1100	1.1000
3.0000	2.9500	3.2700	3.2700	3.0000	3.2700
12.0000	11.7400	11.5000	11.5000	11.5000	11.5000

Forward premium and discount apply to the US dollar

OTHER CURRENCIES

Aug 7	Close	High	Low	Prev.
Argentina	1.0200	1.0200	0.9900	0.9910
Australia	1.2500	1.2500	1.2500	1.2500
Brasil	2.5500	2.5500	2.5500	2.5500
Canada	7.7200	7.7200	7.5400	7.5400
Denmark	1.4800	1.4800	1.4800	1.4800
Finland	1.4845	1.4845	1.4845	1.4845
France	1.2100	1.2100	1.2100	1.2100
Germany	1.2100	1.2100	1.2100	1.2100
Italy	1.2100	1.2100	1.2100	1.2100
Ireland	1.2100	1.2100	1.2100	1.2100
Japan	1.2100	1.2100	1.2100	1.2100
Malta	1.2100	1.2100	1.2100	1.2100
Netherlands	1.2100	1.2100	1.2100	1.2100
New Zealand	1.2100	1.2100	1.2100	1.2100
Norway	1.2100	1.2100	1.2100	1.2100
Portugal	1.2100	1.2100	1.2100	1.2100
Spain	1.2100	1.2100	1.2100	1.2100
Sweden	1.2100	1.2100	1.2100	1.2100
Switzerland	1.2100	1.2100	1.2100	1.2100
United Kingdom	1.2100	1.2100	1.2100	1.2100
United States	1.2100	1.2100	1.2100	1.2100
Uruguay	1.2100	1.2100	1.2100	1.2100
Venezuela	1.2100	1.2100	1.2100	1.2100
Yugoslavia	1.2100	1.2100	1.2100	1.2100

Forward premium and discount apply to the US dollar

CHICAGO

Aug 7	Close	High	Low	Prev.
Sept. 1988	96.74	96.74	96.65	96.65
Dec. 1988	96.55	96.55	96.53	96.53
Mar. 1989	96.39	96.39	96.33	96.33

Forward premium and discount apply to the US dollar

U.S. TREASURY BILLS (DM)

Aug 7	Close	High	Low	Prev.
Sept. 1988	96.74	96.74	96.65	96.65
Dec. 1988	96.55	96.55	96.53	96.53
Mar. 1989	96.39	96.39	96.33	96.33

Forward premium and discount apply to the US dollar

U.S. TREASURY BILLS (DM)

Aug 7	Close	High	Low	Prev.
Sept. 1988	96.74	96.74	96.65	96.65
Dec. 1988	96.55	96.55	96.53	96.53
Mar. 1989	96.39	96.39	96.33	96.33

Forward premium and discount apply to the US dollar

THREE MONTHS EURODOLLAR (DM)

Aug 7	Close	High	Low	Prev.
Sept. 1988	1.2128	1.2128	1.2020	1.2020
Dec. 1988	1.2120	1.2120	1.2020	1.2020
Mar. 1989	1.2120	1.2120	1.2020	1.2020

Forward premium and discount apply to the US dollar

SWISS FRANC (DM)

Aug 7	Close	High	Low	Prev.
Sept. 1988	1.2128	1.2128	1.2020	1.2020
Dec. 1988	1.2120	1.2120	1.2020	1.2020
Mar. 1989	1.2120	1.2120	1.2020	1.2020

Forward premium and discount apply to the US dollar

PHILIPPINE PESOS (DM)

Aug 7	Close	High	Low	Prev.

<tbl_r cells="5" ix="5" maxcspan="1" maxrspan="1" usedcols="5

4:00 pm prices August 7

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on next page

MONDAY INTERVIEW

Premier Democrat on Wall St

Robert Rubin, co-chairman of Goldman, Sachs, speaks to Martin Dickson

The name Robert Rubin has suddenly become one to bandy about on the Washington dinner party circuit.

Bob Rubin is co-chairman of Goldman, Sachs, one of America's leading investment banks, and he is that rare (though not unique) phenomenon on overwhelmingly Republican Wall Street - an industry leader who is also a lifelong supporter of the Democratic party.

His new-found celebrity beyond the canyons of lower Manhattan stems from the significant behind-the-scenes role he is playing in the election campaign of Bill Clinton, the Democratic presidential nominee.

It was Mr Rubin, a New Yorker born and bred, who chaired a city committee which persuaded the (initially reluctant) Democratic party to stage its national convention in the Big Apple. The same committee then worked to ensure that last month's convention took place in a suitably upbeat civic atmosphere. Given New York's volatile nature, it could have been a disaster. In the event, it was a triumphant affirmation of the power of planning, positive thinking and good luck.

Mr Rubin has a continuing role in the Clinton campaign. He is one of a handful of academics and financiers advising Mr Clinton's staff on economic policy issues and preparing the nominee for the autumn's important face-to-face debates with President George Bush.

All this means that Mr Rubin, who pinned his colours to the Clinton mast long before the presidential primaries began, is being quietly tipped as a leading contender for Treasury secretary if the Democrats win in November.

He dismisses such talk as "media discussion which is probably irrelevant to what ultimately happens". But even in his present capacity he would have some influence on the financial policies of a Democratic administration.

Mr Rubin is 53, but looks much younger - a neat fit with the youthful Clinton-Gore image. He has a manner both more cerebral and informal than often found on Wall Street. Lean, quietly spoken and with a rather sad-eyed look, he inhabits a modest office notable mainly for its untidy clutter of papers.

When Mr Rubin was recently in hospital having a back operation, his wife Judith, an adviser to New York Mayor David Dinkins on protocol mat-

ters, took charge of his office and cleaned it up. Mr Rubin jokes that he was "not exactly wild" about the change.

So why is he a Democrat? He cites two main factors, one of the heart and one of the head. The first is his family background. His father was a successful and socially concerned New York lawyer, while a grandfather was a Democratic leader in the city's Brooklyn borough, back in the days when local politicians wielded immense powers of patronage.

"When I was a kid," he recalls, "my mother used to tell me these stories about him - how the mayor would come over and they would all meet in the basement and decide who the judges were."

The second factor is his set of political beliefs. He describes himself as "very pragmatic" on most economic policy issues, while on social affairs he tends to be a centrist. "But I'm a lot more comfortable trying to work out a compromise position between there and people who are more liberal than I am than between there and people who are more conservative."

But how does he square the fact that Wall Street lives and breathes by the interplay of free and transparent markets, while the Democrats have traditionally been seen as the party of intervention and regulation?

Mr Rubin is not sure he would accept this description of the Democrats, maintaining that President Jimmy Carter initiated airline deregulation and talked of "sunsetting" all regulations, though he did not act on this. Wall Street's self-interest, he adds, lies in having policies which will lay the foundations for long-term US economic success.

This is what he sees as the central electoral issue in a country which "has been very self-confident for a long time, but is now a country with a lot of doubt and anxiety".

"All the polls show there is a broad-based perception among the American people that this country has serious, long-term structural issues which, if not faced, are going to result in our continuing to have unsatisfactory economic performance. I think the campaign is about who is going to best recognise and address those issues."

Naturally, he thinks Mr Clinton is that person. But how does Mr Rubin respond to the widespread belief on Wall Street that the numbers do not add up in the centrepiece of the Democrats' economic plans



The US is a country with a lot of doubt and anxiety

- a huge investment in the nation's human and infrastructural capital while gradually reducing the federal budget deficit. Sceptics say the investments cannot be achieved without increasing the deficit, or raising taxes on the middle class, or both.

He acknowledges that people can argue with the numbers, but adds that "as long as you have a trend down in the deficit" and you're also engaged in a lot of other constructive programmes, I think you're going

ing help and advice to young people, and Goldman is prominent in the movement.

Mr Rubin says, apart from the obvious benefits of the scheme, "it also gives our people a sense of life beyond Wall Street, which I think is a very, very healthy thing".

By any measure Goldman has for years been one of Wall Street's most successful investment banks. So what makes Goldman tick?

He thought that the most important factor was a strong corporate culture which laid a heavy emphasis on teamwork and eschewed personal advancement. He says this matter-of-factly, without boy-scoutish airs, and many analysts say it reflects a truth about the firm, the last big Wall Street house to remain a private partnership.

Goldman's teamwork even extends to its unique practice of having two chairmen for the group. Mr Rubin shares the job with Mr Stephen Friedman (a Republican, incidentally) and says it is an "extraordinary source of strength". If a co-chairmanship works, one plus one equals far more than two.

It works in Goldman's case, he explains, because the two men have both been with the partnership for about 25 years and share similar views on policy matters. "Neither of us," he adds, "has an ego structure that is invested in the notion of being a chief executive officer."

There are a fair number on Wall Street, jealous of Goldman's success, who would enjoy seeing it fall on its face. These are the people who quietly delighted last year in its embarrassment over its share trading connections with the late Mr Robert Maxwell - a subject Mr Rubin declines to address for legal reasons.

Linked to these feelings is the widespread belief that most large securities houses with a long run of success are likely to be doing a lot that's very good for the economy."

This guarded bland response contrasts with the sudden, and unexpected, passion with which he addresses what he thinks is "absolutely one of the most critical domestic issues" facing America - how to "break the cycle of poverty and disaffection" in the nation's urban ghettos. It is, he says, "an issue a lot of people just don't want to face".

His response may seem a little surprising. Comparison for society's underdogs would not seem to be a big Wall Street pre-occupation. That said, a number of Wall Street firms run programmes which encourage employees to act as mentors for the urban poor, providing

linked to these feelings is the widespread belief that most large securities houses with a long run of success are likely

to succumb eventually to the sin of hubris - the pride that comes before a tragic fall. Salomon Brothers, embroiled last year in a bond trading scandal, is just the latest example.

So how does Goldman guard against such tendencies? Mr Rubin quotes his co-chairman, Mr Friedman, who once remarked that "ego was at the Seminal tail of the 80s" on Wall Street. That says Mr Rubin, is "one hell of a good phrase".

He says Goldman will always be prone to individual problems - because that is the nature of a large organisation. But the firm's culture is designed to discourage "people who feel too full of themselves". The message from top is that "when you start to believe in your own infallibility when you really are in big trouble".

It is a message that might also serve the Clinton campaign well in the run-up to November as it reflects on its remarkable lead in the polls.

Lloyd's List of Shipping Movements says go no Further than the Leadenhall Market Shop Momo, Where you can bag no mere grouse cock or hen, But a far rarer bird called Pelikan pen.

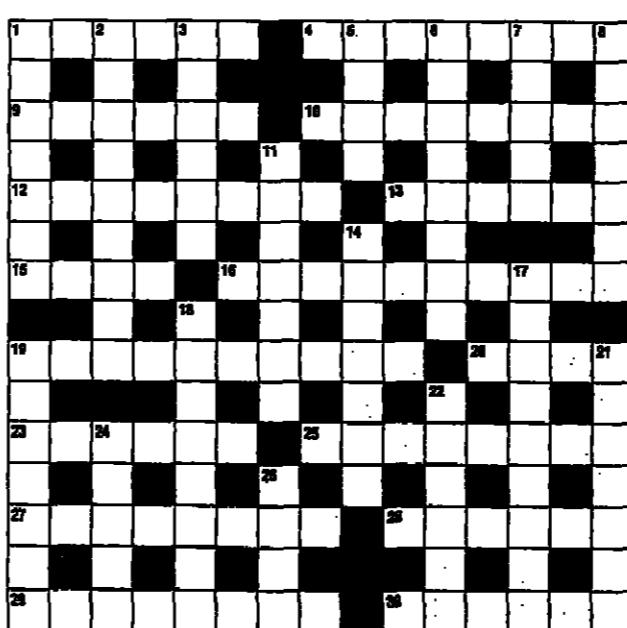
Without any requirement for stealth, And even before the Glorious Twelfth.

Sellikan 

JOTTER PAD

CROSSWORD

No.7,921 Set by DANTE



The not so well-to-do and the poor are palpably discriminated against by the legal system. They simply cannot afford to do more than threaten proceedings, in the hope that a modest payment coupled with an apology may be forthcoming. The prospect of the day in court is daunting, to say the least. The absence of legal aid for libel actions is, on the face of it, socially unjust.

If the damages awardable by juries were to be severely reduced by the factor of ongoing and otherwise favourable publicity, that might temper the temptation to sue. And if there is a genuine desire to restore public one's proper reputation, should not the Press Complaints Commission proclaim much more vigorously its availability to adjudicate on libel cases, with an obligation on the part of publishers to publish prominently any adverse rulings as an alternative to expensive litigation?

However, so long as society desires to compensate the defamed for loss of reputation - not easily measurable in money terms - there will remain the opportunity for juries to use the occasion for punishing the worst defamers, even if the juries are constrained by judicial pleas for moderation.

There are numerous examples of libel damages being awarded as a deterrent when a newspaper has behaved intentionally and inexorably, abused its journalistic powers, distorted information or published material scandalously. In the past, courts have not curbed jury awards of exemplary damages, although there are some welcome signs of the courts putting a brake on jury awards.

A limited form of legal aid in libel would redress the balance of unequal treatment among those defamed. It could also lead to a tighter control over the costs of those few cases that were fully litigated.

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday August 22.

Louis Blom-Cooper QC

The David Owen of US politics

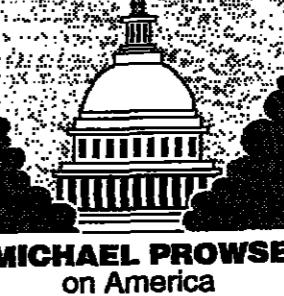
In a cheeky editorial, The Economist recently drew a parallel between Mr Bill Clinton, the Democratic presidential candidate, and Mr Neil Kinnock, the former opposition leader in the UK. Mr Kinnock led a new-look Labour party to resounding defeat in the British general election despite having enjoyed a consistent lead in the opinion polls. The Economist suggested the same fate might await Mr Clinton and his exuberant Democratic supporters.

The first item in his proposed "New Covenant" is improved incentives for enterprise. But he then moves on to tackle problems largely unaddressed in the past 12 years. Why, he asks, is America the only advanced nation without universally guaranteed health care? Why does the US provide virtually no skills training for non-college bound youngsters? Why has it allowed urban problems to fester to the point where cities such as Los Angeles explode in anger? In his stump speeches, Mr Clinton outlines his solutions and ends with a simple plea: give us a chance to show we can do better than the Republicans.

The analogy between the US Democrats and Labour, however, seems rather far-fetched. A better way to understand the choice facing Americans would be to imagine that the Conservatives had not dumped Margaret Thatcher and that the opposition parties had united under an articulate, personable leader such as Lord (formerly Mr David) Owen.

Britain, as in the US today, would then have faced a choice between an old, tired leader who could not escape responsibility for economic and social ills and a younger, more caring opponent whose commitment to market principles was not in doubt. If you think Mr Owen, at the helm of a merged Labour and Liberal Democratic party, could have won that contest, you should take Mr Clinton seriously.

The Republicans will try to discredit Mr Clinton by depicting him as an old-fashioned "liberal" (that is, left-wing) Democrat. Yet everybody knows he has been badgering his party to adopt more conservative policies for years. Broadly speaking, he favours the Germanic "social market" policies that Mr Owen and friends espoused in Britain in the early 1980s. (Mr Clinton even cites Germany in speeches on topics such as edu-



cation and training.)

His remarkable climb in the highly unreliable opinion polls is fuelled by pessimism about the economy. The marginal decline in unemployment last month will do little or nothing to restore faith in Mr Bush's economic stewardship, which some regard as the worst since Herbert Hoover's disastrous pre-war presidency.

Mr Clinton also profits from Mr Bush's legendary difficulties with the English language. A master of rhetoric such as Gladstone was able to make a virtue out of social inaction; when Mr Bush tries to explain his urban or welfare policies, his contorted syntax merely prompts speculation that he

is a cheapskate. At the Democratic convention in New York, Mr Clinton appeared to achieve a breakthrough on several levels. Like former president Ronald Reagan, he successfully projected himself as a product of small-town America. By talking not of his education at Yale and Oxford but rather of his grandfather's shop in Hope, Arkansas, his widowed mother and his upbringing in a home without an indoor toilet, he has made plausible his claim to understand the hopes and aspirations of the "forgotten" mass of middle and working-class families. By contrast, Mr Bush, a product of New England prep schools, remains aloof and out of touch.

Equally important, Mr Clinton's has begun the task of articulating an economic and social philosophy that seems both broader and more relevant to America's modern needs than Mr Bush's. Mr Clinton's social market philosophy is to convince Americans not to give Mr Clinton that chance. In the unlikely event that Mr Bush sticks to his promise to fight the election on policy rather than character issues, he faces a tricky task. His own record is poor while Mr Clinton's social market philosophy has an innate appeal. At root Mr Clinton's argument is that other countries are gaining ground on the US because they are investing more effectively in their people. His emphasis on long-term structural reforms to raise the quality of America's workforce - its "human capital" - represents a new and exciting departure for the US where economic debate has usually had a shorter-term focus.

The right message for the times, sadly, is no guarantee of victory - as British social democrats can confirm. A United Democratic party led by Mr Clinton ought to have a better chance of unseating Mr Bush than Britain's dismasted opposition had of toppling Mr John Major. However, with Mr Bush's offensive yet to begin, the Clinton lead could still evaporate like morning mist.

Prices for delivery determined for the period of the delivery, including arrangements for payment		
Periodic Price	Final Price for Trading	Periodic Price
Trading on 08.08.92	on 08.08.92	Trading on 08.08.92
1/2 hour	1/2 hour	1/2 hour
period	period	period
ending	ending	ending
0000	17.71	17.78
0030	17.71	17.78
0100	17.71	17.78
0130	17.71	17.78
0200	17.70	17.70
0230	17.70	17.70
0300	17.70	17.70
0330	17.70	17.70
0400	17.70	17.70
0430	17.70	17.70
0500	17.70	17.70
0530	17.70	17.70
0600	17.70	17.70
0630	17.70	17.70
0700	17.70	17.70
0730	17.70	17.70
0800	17.70	17.70
0830	17.70	17.70
0900	17.70	17.70
0930	17.70	17.70
1000	17.70	17.70
1030	17.70	17.70
1100	17.70	17.70
1130	17.70	17.70
1200	17.70	17.70
1230	17.70	17.70
1300	17.70	17.70
1330	17.70	17.70
1400	17.70	17.70
1430	17.70	17.70
1500	17.70	17.70
1530	17.70	17.70
1600	17.70	17.70
1630	17.70	17.70
1700	17.70	17.70
1730	17.70	17.70
1800	17.70	17.70
1830	17.70	17.70
1900	17.70	17.70
1930	17.70	17.70
2000	17.70	17.70
2030	17.70	17.70
2100	17.70	17.70
2130	17.70	17.70
2200	17.	